

EUROPEAN NEWS

Gorbachev shifts Moscow party chief from post

By John Parker in Moscow

ONE OF Mr Mikhail Gorbachev's conservative opponents has been shifted from his post - Mr Lev Zaikov, the Moscow Communist Party leader and a member of the ruling politburo.

E Germany moves to decentralise economy

By David Marsh in Bonn

THE East German government yesterday announced moves to decentralise economic control as Mr Hans Modrow, the new Prime Minister, braced the population to prepare for "unpopular measures" to curb currency speculation.

'INSTITUTIONAL CHANGE NEEDED TO COPE WITH EMU' Delors seeks European reform

By Lucy Kellaway in Strasbourg

MR JACQUES DELORS, president of the European Commission, said yesterday that a big overhaul of European institutions was needed to cope with a future enlargement of the Community and with European monetary union (Emu).

E Europe loans to be proposed

By David Buchanan in Brussels

THE European Commission is today likely to propose granting Poland and Hungary loans of up to Ecu 200m (£142m) to improve their industrial infrastructure, in a further step to help the beleaguered economies of these two politically reformist states.

loans to Eastern Europe. The wider effort to aid Warsaw and Budapest resumes on Friday when officials of the Group of 24 industrialised aid donors meet in Brussels in advance of their ministers convening there on December 13 along with, for the first time, the Polish and Hungarian premiers.

Improved East-West aviation links sought

By Paul Abrahamson

EAST European countries are using the context of improving East-West relations to forge closer links with West European transport organisations.

Changes to social charter anger MEPs

By Lucy Kellaway

THE EUROPEAN social charter and Commission plans for implementing it yesterday received a rough ride in the European Parliament, where the majority Socialists and the Christian Democrat groups claimed it had been watered down.

Euro-MPs may reject second banking directive

By Lucy Kellaway

THE second banking directive, one of the most important parts of the single market legislation put forward this year, may be voted down by the European Parliament in its final reading of the bill today.

Renault to close factory at Billancourt

By David Buchanan in Paris

RENAULT, the French state-owned car maker, yesterday announced plans to close its factory at Billancourt, which employs 4,000 people just outside Paris, where the company first started production in 1898.

against the French government for failing to enforce a 1988 agreement under which Renault would cut capacity as a condition of a FF12bn (£1.2bn) state debt write-off.

Advertisement for Georgia, Europe's New U.S. Headquarters. Features a map of Georgia and text describing its economic advantages, infrastructure, and business opportunities. Includes contact information for the Georgia Department of Industry and Trade.

Advertisement for Diamond Service to Amsterdam. Features a photo of Miss J. Kidney, M.I. Croup, Financial Consultant, and text describing the service's benefits, including a best schedule, best service, and best value. Promoted by British Midland.

AMERICAN NEWS

US to ease draft rules for foreign investors

By Peter Riddell, US Editor, in Washington

FOREIGN investors in the US will face new rules on the deduction of interest for tax purposes and tighter reporting requirements under the final version of the budget bill agreed yesterday.

However, other controversial proposals, such as increased taxation of gains on the sale of US stock and the capitalisation of research and development expenditure, have been dropped following intensive lobbying by affected parties, including the British and other European governments.

The provisions on the deduction of interest are less onerous than initially proposed by the House Ways and Means

Committee and may in effect be more consistent with the arm's-length principles included in existing double tax conventions. This is to deal with the problem of earnings stripping, when companies create excessive debt structures in one country to benefit equity owners in another, lower taxation country.

The final version of the bill operates on the safe harbour principle whereby all interest charges are allowable up to a certain debt/equity ratio. Only when debt is higher than that level will the US Internal Revenue Service then start examining adjusted taxable income, in

effect cash flow, in relation to interest expenses. This will be applied on a discretionary basis relative to the level of debt appropriate to the type of business.

Several key details have yet to be fixed, though the principles are set out in the conference report on the bill.

The bill also retains more stringent reporting requirements for foreign groups owning 10 per cent or more of the stock of a US corporation. The US corporation would be designated to act as the foreign investor's agent for service of process on records relating to any transaction with the overseas owner. The proposal in effect subjects

foreign parent companies to US IRS audits beyond what is necessary to enforce compliance with the tax code.

Overseas governments and investors have objected to this provision as a significant extension of US extra-territorial jurisdiction over foreign companies investing in America.

The British Government believes that this provision could impose excessive burdens on UK business when the US already has substantial powers to obtain the information which it requires, notably through the exchange of information article in double taxation conventions.

Souvenir of the Wall for Bush

By Lionel Barber in Washington

WEST GERMANY'S Foreign Minister, Mr Hans-Dietrich Genscher, yesterday handed President George Bush a chunk of the Berlin Wall and paid tribute to the US role in bringing the barrier down.

Mr Genscher said he wished to convey the "deep gratitude" of West Germans for US support and its resolve which had endured, through good and difficult times since the Second World War.

Mr Bush, posing for photographers in the Oval Office, said he would treasure the splinter of the Wall which was removed after East Germany opened its borders to travel.

Despite the good humour, US officials were disturbed by comments on Monday by West German officials who said the upheaval in Eastern Europe has raised out any possibility of updating and deploying Nato's short-range missiles in Germany. One official accompanying Mr Genscher said:

"The question of modernisation makes us laugh... I don't see any possibility any more to discuss this question."

Mr Genscher's visit comes one week before President Bush and President Mikhail Gorbachev are due to meet on warships off Malta.



Hans-Dietrich Genscher will find that talk of German reunification is no longer taboo in Washington

Boeing set to resume output

By Roderick Oram in New York

AIRCRAFT manufacture will resume at Boeing next Monday following overwhelming acceptance of a new three-year contract by 57,000 striking members of the Machinists' union.

The union made only minor progress during the six-week strike on its main goal of a big increase in basic pay rates, judged by terms of the deal released after more than 80 per cent of the employees had accepted them on Monday.

Leaders of the union and the US labour movement had believed Boeing, flush with \$650m of military orders, could afford to make up ground lost by employees during lean times in the mid-1980s.

The principal aim was to win hefty rises in basic pay rates, which feed through to pensions and other benefits, instead of the large lump sum bonuses Boeing had paid in recent years. Boeing failed to budge, however, from its original offer of a 4 per cent rise in the first year and 3 per cent in both the second and third.

Over the life of the contract, basic rates will rise by an average of \$3.24 an hour. Rates ranged from \$3.88 to \$18.42 an hour in the old contract.

The unions said Boeing gave ground on cost-of-living adjustments which will further increase basic pay. Boeing also cut mandatory overtime, a con-

tinuous issue, to two consecutive weekends and a maximum of 144 hours a quarter with double time after 160 hours. Previously, the mandatory minimum was 200 hours, a rule Boeing had used extensively to increase production.

Boeing also increased the bonuses to 10 per cent from 8 per cent in the first year, to 5 per cent from 3 per cent in the second and to 4 per cent from zero in the third.

Boeing's labour problems are not over. Its contract with 27,000 engineers and technicians expires next month. Their union seeks pay increases totalling 30 per cent over three years.

US consumer price rises in line with forecasts

By Anthony Harris in Washington

US consumer prices rose 0.5 per cent in October, after showing little change in the previous two months.

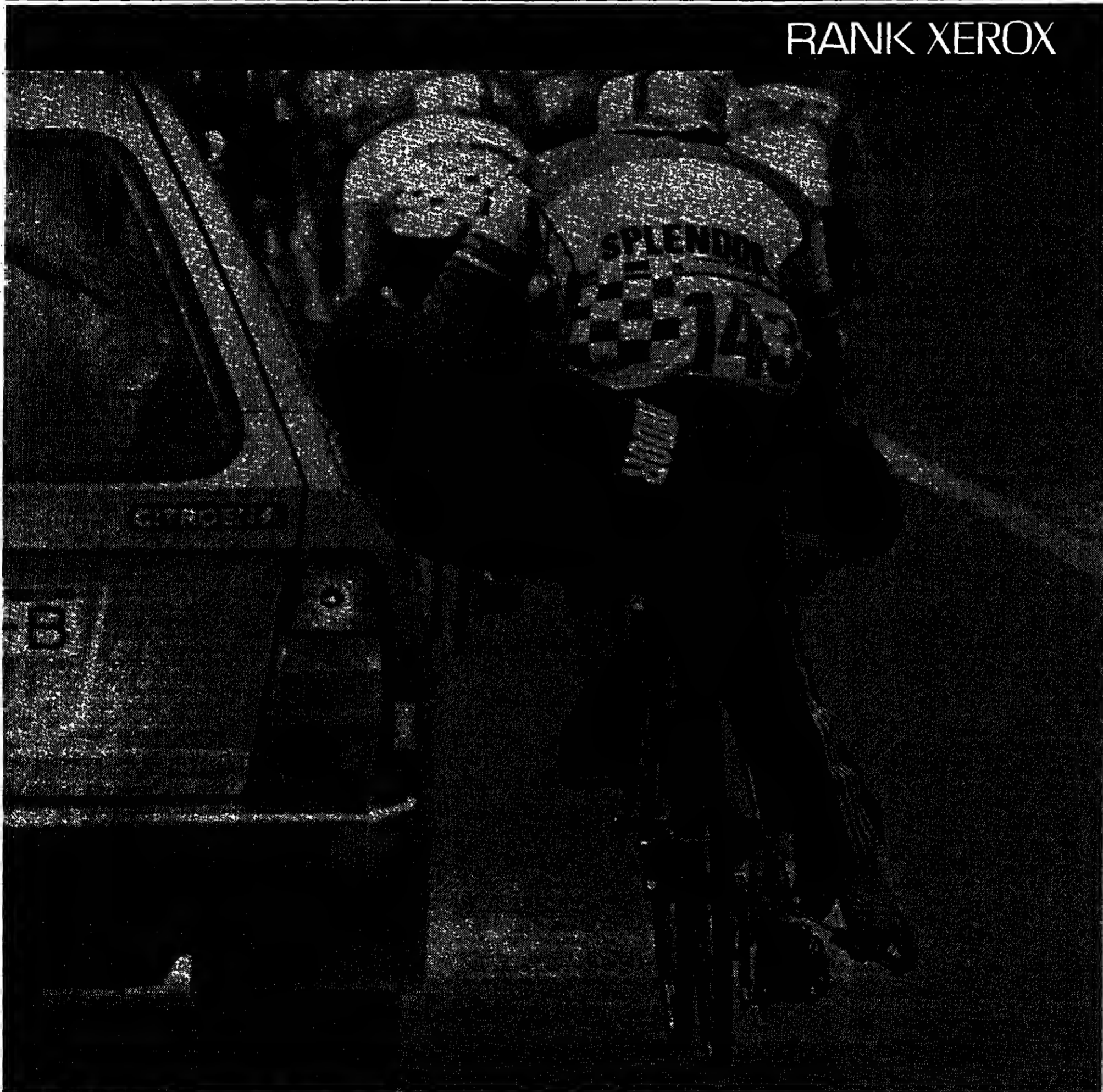
The price increases covered virtually all categories and had been forecast accurately in the markets, which showed no response. The rises bring the annual inflation rate for the first 10 months of 1989 to 4.8 per cent.

The biggest rises were in apparel, which rose strongly for the second successive month after earlier weakness as new styles were introduced. Higher prices for 1990 model cars helped to raise the trans-

port component, though in view of very weak sales these will probably relapse.

Medical costs continued their rapid inflation, with a 0.7 per cent rise in the month, bringing the 1989 annual rate to 8.1 per cent. The inflation of private health insurance costs, which have been rising still more rapidly, are eroding corporate profits and have been an issue in a number of current labour disputes.

Food prices, which have been subdued thanks to the recovery from the 1988 drought, rose in line with the index in October.



You don't have to stop to keep going.

Unexpected maintenance can be extremely inconvenient. And in business all your best efforts can be laid to waste by a photocopier letting you down at the wrong time.

But there's no need for everything to grind to a halt. We understand the problems that an out of service copier can cause and we're doing all we can to prevent it happening. Such as RIC.

RIC, which stands for Remote Interactive Communication, is a unique system developed by Rank Xerox. It's designed to deal with copier problems before they occur.

Day in, day out, RIC actually monitors your copier's performance by reading electronic signals from the machine. This data is then transmitted - through an ordinary telephone line - to a Rank Xerox control centre.

There the signals are interpreted and diagnosed by a computer. If any irregularities appear, the computer alerts the service engineer.

This means the engineer can tend the machine before the problem becomes a breakdown. He is also able to visit at a time to suit you, and therefore avoid any disruption.

RIC has already proved to be a success in America. It's now available in the U.K. on the Xerox 1090, with others to follow. It's yet another example of Rank Xerox's efforts to stop your office from freewheeling. And we think it's a real Tour de Force.



The office according to Rank Xerox

Xerox & Rank Xerox are registered trademarks of Rank Xerox Limited. Rank Xerox (UK) Limited, Bridge House, Chalfont Road, Uxbridge UB8 3HS.

New 'partners in leadership' sound each other out

Lionel Barber on US relations with Bonn

MR Hans-Dietrich Genscher, West Germany's Foreign Minister, who met President George Bush in Washington yesterday, may well have reflected on the turnaround in relations between the US and the Federal Republic. A relationship which recently threatened to be poisoned by recrimination is maturing to the point where Mr Bush's talk of "partners in leadership" is more than just a ringing phrase.

The puncturing of the Berlin Wall - itself the most dramatic (and potentially destabilising) event in East/West relations in the past 80 years - has provided the necessary psychological test.

President Bush has handed Chancellor Helmut Kohl the lead role in coaxing East Germany towards reform. This is partly a message to Mr Mikhail Gorbachev that the US does not intend to take unilateral advantage of the upheaval in Eastern Europe; it is also a recognition that West Germany - not the US - has the most economic leverage over its communist neighbour.

Chancellor Kohl, in turn, has been in regular contact with the President. By one account, there is now an informal understanding between the Americans and the Germans that Bonn keeps Washington abreast of its diplomacy in Eastern Europe in return for US support, however hedged, of German reunification. "This helps tremendously," said a German official, "because unification is no longer taboo".

Last week, for example, Mr Bush declared that unification was "a matter for the people of the Germans to determine". The President acknowledged Allied and particularly Soviet concerns, but he added: "I don't think that history need repeat itself if there evolves a single German state."

The Bush-Kohl diplomatic duet evokes memories of the close relationship between Mrs Thatcher and President Reagan, but as one senior US official noted: "The President realises that there are other relations, other partners... and Germany is fundamental."

The contrast with the mood 10 months ago is striking. According to a cruel but often heard joke, US-German relations could be summed up in three words: Genscherism, Gorbymania and gas.

Genscherism described the feared eastward drift of West Germany foreign policy under Mr Genscher, at the expense of Nato; Gorbymania referred to the opinion polls last spring which showed that nine out of 10 Germans deemed Mr Gorbachev to be "trustworthy"; gas, as in poison gas, related to the Reagan Administration's disclosure that Bonn ignored official warnings that a West German company had supplied technical know-how to Col Muammar Gaddafi of Libya to build a chemical weapons plant near Tripoli.

More broadly, as both US and German officials admit, it is still unclear how the Americans will react to a Germany which uses not only its economic power but also its political muscle in the new Europe. For the moment, however, as the smile on Mr Genscher's usually lugubrious features will testify, this is a partnership slowly coming of age.

Regulator denies political influence over Lincoln

By Peter Riddell, US Editor, in Washington

THE Federal regulator at the heart of the growing scandal over the collapse of Lincoln Savings and Loan yesterday admitted mistakes but denied political influence in his decisions.

Several criminal and civil cases have been started as a result of the collapse of Lincoln at a cost of up to \$2.5bn. The House Banking Committee has been investigating the background and, in particular, whether Federal regulators delayed taking control as well as the role of five US Senators who took contributions from Mr Charles Keating, the head of Lincoln.

There has been a particular focus on Mr Danny Wall, the chairman of the former Federal Home Loan Bank Board, and now head of its successor the Office of Thrift Supervision. He transferred the jurisdiction over Lincoln from the board's San Francisco office, which favoured Keating's position, to his agency's headquarters in Washington and ordered a second examination. This delayed seizure of Lincoln for nearly two years until this April.

Mr Wall, whose current position is under threat, yesterday said that "no political figure influenced my decisions".

Mr Henry Gonzalez, the chairman of the House Banking Committee, has called for Mr Wall's resignation, while President George Bush has left open the door for his departure. The actions of the five senators is now being investigated by an independent counsel appointed by the Senate Ethics Committee.

WORLD TRADE NEWS

Hills in effort to push multilateral trade talks ahead

By William Duffin

MRS Carla Hills, US Trade Representative, presented two proposals for forwarding the multilateral trade talks during the informal meetings of trade ministers in Japan last week. Details have emerged from US officials' explanations to trade negotiators in Geneva.

Cairns group warns EC, Japan over trade

MINISTERS FROM the 14-nation Cairns Group of agricultural exporting countries yesterday warned the European Community and Japan that failure to discuss seriously agricultural trade liberalisation could jeopardise the Uruguay round of multilateral trade talks.

The ministers and officials, beginning a three day meeting, aim to complete the group's final proposal on farm trade reform in time for next week's meeting in Geneva of Uruguay round negotiators on agriculture, possibly the final meeting of the year.

Reluctance to ease CoCom curbs

Japan and the US remain reluctant to ease strategic exports to the Eastern Bloc despite democratic reforms there, Reuters reports from Tokyo.

Air France signs Airbus contract

Air France has signed a contract with Airbus Industrie to buy seven four-engine, long-haul Airbus 340-300s. They are replacing options on a further four aircraft.

US car group in China venture

Panda Motor Corp of the US will start vehicle production by end-1990 in the south China city of Hubei.

Japanese company buys NY hotel

A unit of Royal Hotel Group of Osaka, Japan, has agreed to pay \$230m for a hotel being built in central Manhattan.

Tokyo SE to begin fax service

The Tokyo Stock Exchange will start faxing on request certain information disclosed by listed companies to brokerage firms and investors from April 1990.

Rules of origin weave a very tangled web

Peter Montagnon reports on a complex trade row between the EC and Washington

TRADITIONALLY the originate in a country other than that which has been accused of dumping.

high-technology product which originates in various shapes and sizes, from simple boards designed to be incorporated into toys, to multilayered ones which are used in computers.

The EC uses the international agreed Kyoto Convention when deciding on its origin rules. This says that origin is conferred by the place in which the last substantial transformation took place.

The Commission has not excluded using it to define origin, but it is now also scrutinising the manufacturing process of printed circuit boards to see whether another process may be more relevant.

Spain gives go-ahead for Italian glass plant

By Peter Bruce in Madrid and John Wyles in Rome

THE SPANISH Government appears to have finally won its battle to persuade Societa Italiana del Vetro (SIV), the big state-owned Italian glass producer, to go ahead with plans to build a float glass plant in the hilly northern part of Ferrol.

The Industry Ministry in Madrid confirmed reports yesterday that SIV chairman Mr Gianlorenzo Saporiti and two close associates of Spanish Industry Minister Mr Claudio Aranzadi had signed an agreement in Rome last Friday to go ahead with the plant.

SIV agreed more than a year ago to build the plant - its second in Spain - but subsequent boardroom-fighting has led to long delays and, at one stage, to the project being called off.

Under the new agreement, which still has to be ratified by the SIV board, possibly this week, by the board of EFIM, the Italian state holding company which controls SIV, and the Spanish Cabinet, the cost of the project is Pta 17.5bn (\$149m).

Brazilian snub for Pirelli

PIRELLI, the Italian tyre company, has been refused permission to build a fibre optics facility in Brazil on the grounds that it would threaten development work by local producers.

Notice of Redemption

Prudential Overseas Funding Corporation, N.V. 10 1/4% Guaranteed Bonds due 1993

Unconditionally guaranteed as to payment of principal, premium, if any, and interest by Prudential Funding Corporation

NOTICE IS HEREBY GIVEN that pursuant to the indenture dated as of April 15, 1983, as supplemented, among Prudential Overseas Funding Corporation, N.V., Prudential Overseas Funding Corporation, as Guarantor, and The Chase Manhattan Bank, N.A., as Trustee (the "Trustees"), Prudential Overseas Funding Corporation, N.V. has called for redemption of its option on December 15, 1989 (the "Redemption Date") all of its outstanding 10 1/4% Guaranteed Bonds due 1993 (the "Bonds") at a redemption price of 101 1/4% of the principal amount thereof (the "Redemption Price") together with interest accrued and unpaid thereon to the date fixed for redemption.

Payment will be made upon presentation and surrender of the Bonds at the below listed paying agencies. Payment will be made on any of the following paying agencies listed below:

The Chase Manhattan Bank, N.A. London Branch Woodgate House, Coleman Street London, EC2P 2HD England

Prudential Overseas Funding Corporation, N.V. By: THE CHASE MANHATTAN BANK (National Association), as Trustee

Intellectually, this is a very difficult subject. It's a Pandora's Box on which we are lifting the lid, slightly'

ADVERTISEMENT

THE VOICE OF SOUTH AFRICAN BUSINESS

Reducing imbalances in levels of economic activity in Southern Africa

Dr Simon Brand, Chief Executive of Development Bank of Southern Africa talks to John Spira, Finance Editor of the Johannesburg Sunday Star.

Spira: The Development Bank of Southern Africa (DBSA) was founded in 1983 with several well-defined objectives. What are these objectives?

Brand: As a regional development institution, the DBSA aims to contribute towards the upliftment of the poorer communities in Southern Africa by providing project loans, technical assistance and advice to governmental and non-governmental development agencies.

Spira: How is the DBSA financed?

Brand: Substantially in Lesotho in the form of advance infrastructure for the Lesotho Highlands project but also in Mozambique and Namibia. Right now, we're discussing a significant project in Swaziland.

Spira: One of the DBSA's prime objectives is to reduce imbalances in the levels of economic development in Southern Africa. Given the private enterprise nature of the South African economy, surely such a policy interferes inconspicuously with the natural market mechanism?

Spira: What has been the DBSA's success rate to date? Have you experienced more casualties than you initially bargained for?



Dr Simon Brand

well. But the development impact of projects we have financed can only be measured in longer time spans.

Spira: The TBVC countries are showing distinct signs of being unable to control their deficits. How severely does this place the DBSA's funds at risk?

DEVELOPMENT BANK OF SOUTHERN AFRICA. PO. Box 1234. HALFWAY HOUSE. Halfway House 1685. Tel No. (Johannesburg) 313-3911. Fax No. (Johannesburg) 3133628

OVERSEAS NEWS

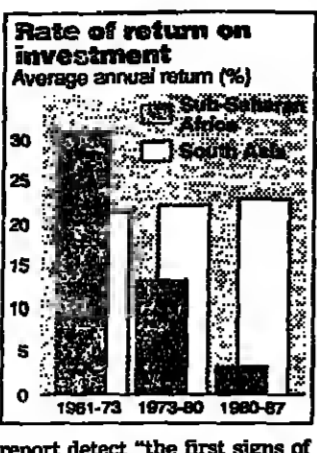
World Bank seeks way out for 'marginalised' Africa

By Michael Holman, Africa Editor

Even 'model pupils' are not proving the case for adjustment

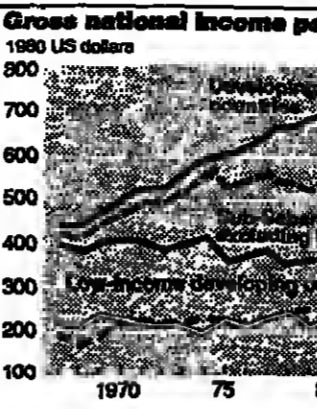
NEVER before has the gravity of Africa's economic crisis been so starkly illustrated as in the World Bank report published today. Less clear is whether Africa, on the basis of existing and projected external assistance, is capable of reaching the objective of "sustainable" growth set out in this 300-page study.

AFRICA'S continuing economic crisis presents an extraordinary challenge to the development community," writes Mr Barber Conable, president of the World Bank, in his introduction to the Bank's 300-page report, Sub-Saharan Africa: From Crisis to Sustainable Growth.

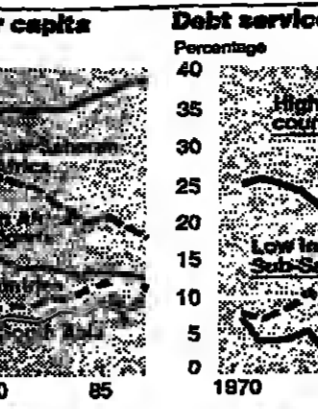


The report warns that Africa must take two "crucial" initiatives if it is not to be "further marginalised" as the world enters a new technological age.

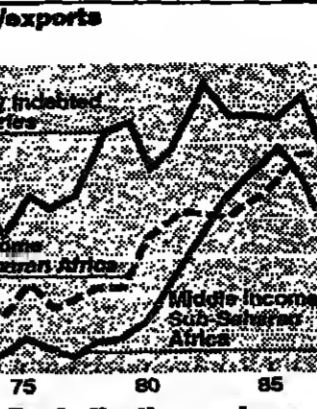
needed if Africa is to achieve economic growth of at least 4 per cent, the report says that not only must levels of domestic saving and investment be "dramatically" raised, but productivity needs to increase.



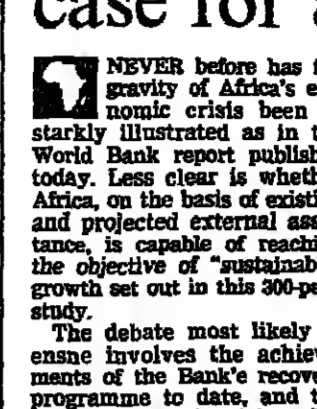
Productivity of cultivated land must rise, production must be diversified. Prices must be flexible, responding to changing market conditions.



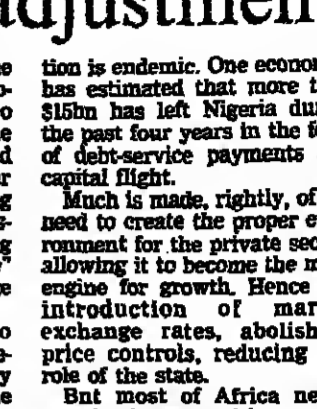
Industry requires a fresh start: "Earlier industrialisation efforts focused on state-led creation of capacity without adequate regard to costs or markets."



The external funding needs of Sub-Saharan Africa in the 1990s could be met if: Official development assistance (ODA) increased at about 4 per cent a year in real terms,



which is below the rate achieved in the 1980s. Concessional debt relief mechanisms, for which middle-income countries should be eligible, should not increase in debt service payments.



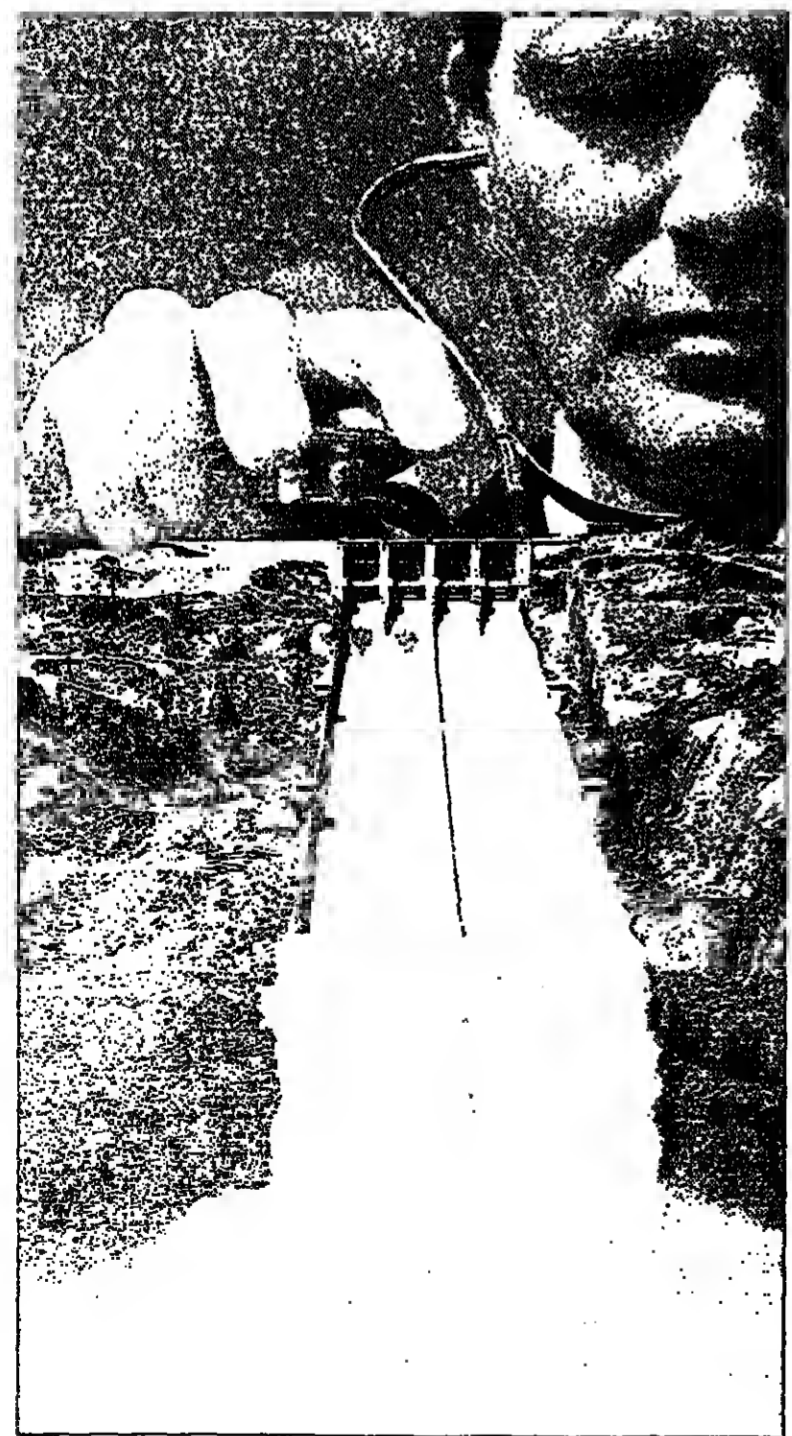
Sub-Saharan Africa needs to raise investment from the present 15 per cent of GDP to 25 per cent, spending on human resource development should double from the present 4 to 5 per cent of GDP.

Report welcomed for willingness to confront the tough issues

Reactions to the report ranged from an unequivocal welcome from Britain to a generally critical response from the Economic Commission for Africa.

that these programmes have failed to address the issue of poverty alleviation and equity; and that they have ignored the human dimension of development.

the excruciating debt problems of Africa on both the low and middle income countries. In spite of the fact that the bulk of African debt is long term, roughly 70% of total debt is at market rates of interest.



GET A SECOND OPINION. FIRST.

Get it from the first choice - Lloyd's Register Industrial Division. We are an entirely independent consultancy in the construction and civil engineering sector.

Our reputation is built on our early involvement with all types of major construction undertakings including motorway, dam, airport, harbour and bridge projects with professional teams operating not only in the UK but worldwide.

Lloyd's Register Industrial Division is a major force throughout the oil, chemical and power sectors, where our record of technical excellence is widely acknowledged.

Our role encompasses quality assurance, structural design analyses and appraisals, on-site structural monitoring, earthquake engineering, geotechnical engineering, laboratory analyses of materials, deterioration, finite element analyses, safety and reliability analyses, risk assessments, contract co-ordination and a comprehensive range of inspection and validation services over the entire civil engineering spectrum.



There is some recognition of the effects of changes in terms of trade but little is proposed in the form of sustainable solutions to the problem of severely eroded creditworthiness throughout almost the whole of Sub-Saharan Africa.

TEN FACTS ABOUT AFRICA YOU MAY NOT HAVE KNOWN

- Sub-Saharan Africa (450m people) produces \$135bn worth of goods and services in a year - the same as Belgium (10m people).
- One in 200 women die from complications in pregnancy or childbirth. That's 150,000 a year. In China one in 2,200 die this way.

TWO KOREAS AGREE EXCHANGE OF FAMILY VISITS

Seoul and Pyongyang edge a little closer

SOUTH KOREA yesterday accepted all proposals made by communist North Korea over an exchange of family visits, a concession which could pave the way for a breakthrough in relations between the two sides.

Structural adjustment should lead to self-sustained growth, fuelled largely by the private sector. It is still not happening in Ghana, which has been implementing adjustment policies since 1983.

The outcome of reform in Nigeria is of particular concern. The country is the home of one in four Africans. Per capita income has fallen to less than \$900 compared to constant prices to more than \$1,000 a decade ago.

Notwithstanding the far-reaching economic changes carried out by President Ibrahim Babangida, the programme may well fall. The country's infrastructure is deteriorating, industry's plant and equipment is ageing and inefficient government management is weak, and corrupt.

side. The performances would be telecast live in both countries. If a deal is agreed, the exchanges will be the first since 1965 taking place in a completely changed international atmosphere, in which barriers between East and West are rapidly breaking down.

North Korea and the US have also recently had tentative meetings in Beijing and through third parties. The US stations 43,000 troops in South Korea.

North Korea and the US have also recently had tentative meetings in Beijing and through third parties. The US stations 43,000 troops in South Korea.

Pyongyang has demanded revision of the law as a token of Seoul's sincerity in pursuing better relations, while Seoul has cited the tense military situation as the reason for the law's existence.

For more information contact Clive Whiteaker, Lloyd's Register Industrial Division, Lloyd's Register House, 29 Wellesley Road, Croydon CR0 2AJ. Telephone 01-681 4040. Telex 28636 LRIS CR G. Fax 01-681 6814.

Lloyd's Register Industrial Division is part of Lloyd's Register of Shipping.

selecting families eligible for reunions and on the number of performances by the art troupes, which would be devoted to traditional Korean culture, not critical of either side.

Pyongyang has demanded revision of the law as a token of Seoul's sincerity in pursuing better relations, while Seoul has cited the tense military situation as the reason for the law's existence.

Pyongyang has demanded revision of the law as a token of Seoul's sincerity in pursuing better relations, while Seoul has cited the tense military situation as the reason for the law's existence.

Pyongyang has demanded revision of the law as a token of Seoul's sincerity in pursuing better relations, while Seoul has cited the tense military situation as the reason for the law's existence.

OVERSEAS NEWS

French doubts over Shamir's peace plan

ISRAELI Prime Minister Yitzhak Shamir, who arrived in Paris yesterday, ran straight into French scepticism over his Middle East peace plan, Reuters reports from Paris.

Arab states were likely to reject any settlement which did not start to resolve the Palestinian question, French President Francois Mitterrand told Mr Shamir.

A senior Mitterrand aide reported the French position after attending a lunch between the two leaders on the first day of Shamir's 48-hour visit to France.

The Israeli prime minister, fresh from a trip to the United States where the official reception was less warm than usual, left the Elysee Palace for talks with three European Community (EC) foreign ministers.

The various plans aimed at ending the Arab-Israeli conflict were certain to dominate his discussions with Mr Roland Dumas of France, Mr Francisco Fernandez Ordonez of Spain and Mr Gerry Collins from Ireland.



Shamir hopeful

Shortly before Mr Shamir's arrival, Mr Dumas said he backed US Secretary of State James Baker's five-point plan leading to elections in the occupied territories.

The Baker proposals are supposed to be confidential but authoritative leaks say they could be the vehicle for historic talks between Israeli officials and Palestinians.

"We are working on the basis of Mr Baker's plan which we must support and that is the time I will advocate to Mr Shamir," Mr Dumas said in a French radio interview.

The senior Mitterrand aide said later France still favoured an international conference as the best forum for resolving the Middle East conflict.

The Israeli coalition government accepted the Baker formula on November 5 but only on condition it scrupulously conformed with Shamir's own plan made public last May.

It offered elections in the occupied territories where the Israeli army says 544 people have been killed during a two-year Palestinian uprising.

But Mr Shamir's plan rules out any role for the Palestine Liberation Organisation (PLO) and does not recognise the right of Palestinian self-determination. This approach causes scepticism on the French side, the Mitterrand aide said.

"The difficulty with the Israeli approach is that, lacking an ingredient for the solution of the Palestinian problem, the Arabs are more than likely to reject it," he told reporters.

After the lunch, Mr Shamir said he was very satisfied with his talks with President Mitterrand. "Of course I know Mr Mitterrand's positions very well," he added.

French officials said a defence contract with Israel, which was made public by the foreign ministry in Paris on Monday, was not discussed.

Authorised in December 1983, the contract involves five French jet engines to be tested on the latest model of Israel's home-built warplane, the Kfir.

Japan's vehicle makers push machine tool industry into overdrive

By Nick Garnett in London

THE Japanese vehicle industry, the biggest in the world, has been introducing model changes of one type or another recently at the rate of about one hundred a year.

This phenomenal surge in new models and model updates from an industry that produced 12.7m cars and trucks in 1988 from its domestic plants alone is one of the main reasons why factories of all types right across Japan are now engaged in their biggest ever programme of retooling.

Japanese machine tool companies, the world's biggest pro-

ducers of metal cutting machines, are now creaking at the seams from the weight of orders from their domestic market.

"We are working flat out. There is no spare capacity anywhere," says Mr Shinshichi Abe, executive director of the Japan Machine Tool Builders' Association.

The backlog of orders among the association's 118 members stood at ¥463bn (\$3.8bn) at the beginning of September, the biggest in the industry's history. Total orders in the six months to June were higher by

almost a third on the same period last year. Quoted delivery times for some types of machine is now 18 months.

Output this year from all Japan's machine tool makers, which was ¥723bn for the first eight months, will easily top the all-time high of ¥1.06 trillion (million million) (\$7.4bn) four years ago.

The bulk of this production is pouring into Japan's domestic factories rather than going for export. Yamazaki, the leading Japanese machine tool maker estimates that 70 per cent of production is for the

domestic market, one of the highest domestic percentages for years.

West Germany is the only other country which comes remotely close to this re-equipment programme. Its machine tool industry, the world's second largest, is also packed to the gills with work and has an order backlog of ten months.

But 65 per cent of West German production is exported and its own domestic market looks like being unchanged from last year.

By contrast, Japan's hunger for new production equipment

has created a domestic market this year which could be 80 per cent higher than last year which itself was up a third on the relatively depressed levels of 1987.

Japan's vehicle makers have machine tool orders in the pipeline worth ¥140bn (\$88m). To put that in perspective that figure on its own is about three quarters of the likely total consumption of machine tools for all UK manufacturing industries this year.

The strength of demand from the vehicle industry flows through into most sectors of

Japanese industry. Every major change to car componentry requires some retooling among component suppliers and many subcontractors.

Fat order books in Japan's electronics and general machinery companies are also helping to fuel this huge re-equipment programme. The backlog of orders for Japan's car makers is up by a half compared with last year but it is also higher by almost 40 per cent for the even larger general machinery sector.

One issue is whether this general re-equipping will start

another wave of low cost manufacturing from the world's most powerful manufacturing economy.

For one thing, three quarters of the order backlog of machine tools is for so-called numerical control (NC) types rather than simpler, standard machines. Production in West Germany is about 50 per cent NC.

For another, subcontractors and small manufacturers are beginning to look at installing high-cost flexible production systems which use less labour.

Chinese clamp down on currency

By Peter Ellingsen in Peking

CHINA'S booming currency black market has suffered a severe setback with a new Government regulation stopping Foreign Exchange Certificates (FECs), the money used by foreigners to open bank accounts and taken out as hard currency.

The Bank of China has made the ruling in a bid to wipe out the thriving illicit trade in FECs which are exchanged for

At any time of the year, tourists offer varying rates of exchange. The FECs are then deposited in a bank account and later withdrawn as hard currency, usually US dollars.

Before the political crackdown in June, one FEC could be illegally swapped for around Yuan 1.5. Recently, the rate has fallen to Yuan 1.4 as official scrutiny increased.

The decision will affect Chinese who wish to change their yuan for hard currency in order to study overseas or buy hard-to-get imported goods. For foreigners, it will mean that FECs, once withdrawn, will have to be spent in China.

Sources said today that the new regulation will affect no more than half the FECs taken out of an account to be returned. But the rule is unlikely to end the illegal trade. "It will probably mean that the black market will have to shift to hard currency, US dollars, I would think," one source said.

Eight people have been sent without trial to labour camps and two others arrested for staging pro-independence marches in the Tibetan capital of Lhasa, according to the Chinese Literary Digest Weekly, Reuters reports from Peking.

The weekly said eight Tibetans were given terms of three to six years' reform through labour, after marching round Lhasa's central Barkhor Square on October 14 and 15, shouting in support of an independent Tibet.

Filipinos likely to vote against autonomy

COUNTING in a plebiscite for regional autonomy in the Philippines entered its second day yesterday with election officials predicting only four of 22 eligible provinces and cities would join the plan, AP-DJ reports from Manila.

Mr Vicente de Lima, a senior Elections Commission official, said results from the southern cities of Cotabato and Zamboanga showed residents of both areas rejected the plan during Sunday's vote.

President Corason Aquino never openly campaigned for the autonomy plan, which she proposed to satisfy demands for self-rule by 4m Moslems. The plan was in part aimed at ending the country's nearly 20-year secessionist Moslem rebellion.

Moslem rebels and many Christian leaders criticised the plan as inadequate. Other critics feared an autonomous government would not be economically viable if it were limited to impoverished and geographically separated regions.

Palestinians charge Israel with export sabotage

By Hugh Carnegie in Jerusalem

EFFORTS to expand direct fresh produce exports from the Israeli-occupied territories to the EC - which ran into a series of obstacles last year - stumbled at the first hurdle yesterday when Palestinians accused the Israeli authorities of sabotaging the new season's first shipment of grapefruit from the Gaza Strip.

Mr Mansour Shawa, head of the Gaza Citrus Exporters Union, claimed security men at Ashdod had deliberately spoiled a 500-tonne consignment of grapefruit due to be loaded in a shipment worth \$400,000 which was scheduled to sail for the UK and the Netherlands on Friday.

"They tore open cartons and threw fruit on the floor. It was a premeditated action. The

authorities planned it," Mr Shawa said.

EC officials said last night they believed most of the shipment would be saved, but they would protest vigorously to the Israelis if there had been any breach of agreements on Palestinian exports.

Israeli officials said security was a port responsibility, adding their policy was to cooperate with the Palestinian export effort.

The Community first negotiated direct export channels for Palestinian producers - avoiding Israeli marketing organisations - last year, but total shipments during the season fell a long way short of the 16,000-tonne target amid accusations of Israeli obstruction and other inefficiencies.

Indonesian state businesses to help small enterprises

By John Murray Brown in Jakarta

INDONESIA yesterday moved to counter growing public criticism of the role of big business in the economy, announcing new measures to help small enterprises and agricultural co-operatives.

According to a decree issued by the Finance Ministry, state-owned corporations will have to give 5 per cent of their profits to support small companies with turnover of less than Rp500m (\$165,000) and village co-operatives, which currently employ some 26m Indonesians.

The move, recalling socialist dogma of an earlier era, is the

first stage of what is expected to be a major restructuring of Indonesia's corporate sector. The Government is widely expected to follow up these measures with legislative curbs on the growth of large private businesses which have sprung up in the wake of recent financial and trade reforms.

Inevitably, any mention of big business in Indonesia is taken to mean the local Chinese who with 5 per cent of the population, are said to control 80 per cent of the non-state economy. Much of the recent

surge in non-oil exports and domestic investment is by local Chinese companies. Equally, the majority of new listings on the Jakarta stock exchange have been by Chinese concerns keen to tap the equity markets for capital at a time of high interest rates.

Yesterday's announcement comes ahead of a proposed shake-out of Indonesia's 215 state companies, whose interests range from public utilities to trading houses, with assets of \$30bn and turnover estimated at \$20bn.

The plan embracing possible

joint ventures with private companies and even liquidation is to roll back the state, contain government budget costs and encourage private initiative. But the plan is not universally popular. Moslem and consumer groups as well as politicians argue the state provides a necessary counterbalance to the growth of private empires or conglomerates as Indonesians call them.

"In Islam, greed is frowned upon and monopolistic practices are nothing but greed and selfishness," said one official of Nahdlatul Ulama, Indonesia's

largest Moslem group.

The Christian-based Indonesian Democratic Party, not to be outdone, said that if big business was allowed to enrich itself it would harm the interests of the state and the people.

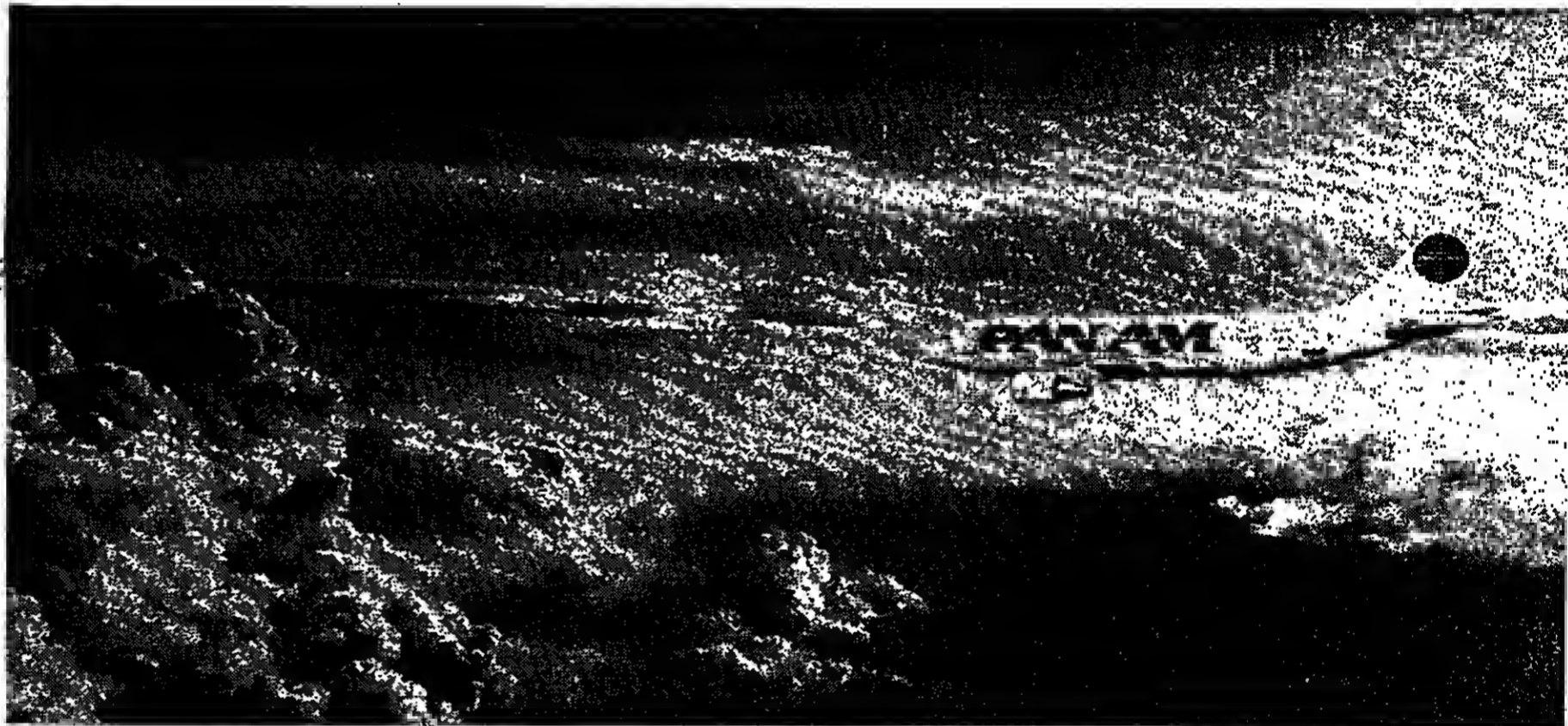
Mr Johannes Sumartini, the Finance Minister, who has master-minded much of the recent reforms defends private sector conglomerates on the grounds that they are more efficient.

Article 33 of the 1945 Constitution, often quoted by critics, states that Indonesia's economy is based on the "family"

principle of state, private business and co-operatives. But in Jakarta the "family" most frequently talked about is that of President Suharto and particularly the business activities of three of his children who have been unashamedly exploiting the family name.

Clearly Indonesian policy makers are all too aware of the parallels with the Malari incident of 1974 when student protests against big business and corruption in state companies turned into street riots during the visit to Jakarta of then Japanese Prime Minister Tanaka.

WE'VE TAKEN
AIRBUS TECHNOLOGY
TO NEW HEIGHTS.



THE A310. A NAME THAT REPRESENTS THE ULTIMATE IN AIRBUS TECHNOLOGY. AND PAN AM'S NINETEEN NEW A310'S MAKE UP THE LARGEST TRANSATLANTIC FLEET OF ITS KIND, OFFERING AN EFFICIENCY OF EUROPEAN DESIGN THAT EXTENDS TO EVERY ASPECT OF YOUR FLIGHT EXPERIENCE. TOGETHER WITH OUR NEWLY-REFURBISHED 747'S, THE AVERAGE AGE OF OUR TRANSATLANTIC FLEET WILL BE REDUCED TO ONLY SEVEN YEARS. IT'S JUST ANOTHER EXAMPLE OF HOW, AT PAN AM, WE NEVER STOP MOVING FORWARD.



NUMBER ONE ACROSS THE ATLANTIC

UK NEWS

Government sets new targets for UK job training

By Charles Leadbeater, Industrial editor

MR Norman Fowler, the Employment Secretary, yesterday set Britain's training system ambitious targets designed to improve significantly the quality of youth training over the next five years.

Mr Fowler said the targets would be achieved mainly by providing Training and Enterprise Councils (TECs) with more flexibility to modify the Youth Training Scheme for 16-18 year olds.

He said the Government was seriously considering plans for radical changes in the funding of youth training drawn up by a task force from the Confederation of British Industry, the employers' organisation, which would give each 16-18 year old a training credit which they could spend on the course of their choice.

Mr Fowler, speaking to the CBI annual conference in Harrogate, praised the idea for giving young people more power as consumers of training as imaginative and attractive.

The scheme's quality has been heavily criticised in a number of recent reports. Leading employers have also

criticised plans for TECs as too bureaucratic and restrictive.

Mr Fowler told the CBI conference in Harrogate that the four year programme to establish a national network of TECs was well ahead of schedule. He said the councils would be set two significantly higher targets for youth training.

First to ensure that every young person up to the age of 18 should either be in full-time education or in a job with training; and to ensure that by 1995 every 18 year old should be able to get to vocational equivalent of five "O" levels, the old education qualification. At least half young people should get an advanced vocational qualification equivalent to "A" levels by 1995.

Mr Fowler said: "If we are to achieve these objectives, we must move on from the present Youth Training Scheme." The councils would be required to guarantee a place to all school leavers up to the age of 18.

The TECs will also be given funding to run the 40 compact which have been set up between employers and schools, with the aim of creating a further 20.

Permission sought for new N-plant

By David Green

THE CENTRAL Electricity Generating Board has decided to press ahead with its application for government consent to build a nuclear power station at Hinkley Point in Somerset, despite an announcement by Mr John Wakeham, Energy Secretary, that further plants will not be built in the foreseeable future.

However, the board has decided to withdraw applications for two other pressurised water reactor (PWR) plants, Sizewell C in Suffolk and Wylfa B in Anglesey.

Anti-nuclear groups were

expecting all three plants to be withdrawn following Mr Wakeham's announcement.

Mr Derek Davis of the CEGB Board acknowledged that if consent was given for Hinkley Point C the plant would not be built immediately.

He said the Board wanted to establish a future option for the new state company being set up by Mr Wakeham to run existing nuclear power stations.

Mr Wakeham has made clear that because of high costs no new plants will be constructed until a review of nuclear eco-

nomics had been carried out in the mid-1990s.

Sizewell B, Britain's first PWR power station, is under construction and the Government has given the go-ahead for its completion.

It was to have been the prototype in a series of four PWRs to be built before the year 2000 at a total capital cost of £7.1bn.

The Board's decision to proceed with the Hinkley application follows talks with Mr John Collier, chairman of the UK Atomic Energy Authority, who is to head the state nuclear company.

Both the Board and Mr Collier believe that to avoid substantial delay in the future, it would be useful to have a planning consent for the Hinkley site.

The decision over the future of the three nuclear power station applications was announced at the Hinkley Point C inquiry by Lord Silsoe QC, Counsel for the Board. Mr Michael Barnes QC the inquiry inspector, rejected an application from opposition groups for a week-long adjournment. They are now to respond to the Board's decision on Friday.



Statesman Healey to leave the stage of world affairs

By Ralph Atkins

TELEVISION'S first foray into broadcasting Commons' debates yesterday afternoon left unnoticed a grand, honoured parliamentary institution.

Mr Denis Healey, ex-Labour Chancellor, defence secretary and backbench intellectual ruffian, sat out of the limelight during the opening speeches. His legendary owl-like eyebrows were not picked out by the cameras.

The oversight was forgivable but unfortunate for students of post-war politics. The man frequently dubbed the best leader Labour never had, announced on Monday night an end to his colourful 37-year Westminster career. After the next election there will be neither wiles, cracks or insight from the sitting member for Leeds East.

Yet Mr Healey neither looks or behaves like 72-year-old pensioner-in-waiting. Of late he has been far more of a globe-trotting statesman and wit-spouting speaker, writer and broadcaster.

Earlier this year he was still being tipped as a future Labour foreign secretary - a cherished prize he never achieved. He plans to speak in Friday's foreign affairs debate.

His one-liners have become renowned. Debate with Sir Geoffrey Howe, former foreign secretary, was "like being savaged by a dead sheep". Mrs Margaret Thatcher was variously, "bargain basement Boedices", "Catherine the Great of Finchley" or "La Pasionaria of middle class privileges".

As a target, the Prime Minister was easy game, he believes. "She has no sense of humour whatsoever. If you make a joke with a point at her, she metaphorically sticks her tongue out. She doesn't know what to say," he said.

His record as Labour party bastion and a Cabinet minister was less lovable. The low-point was as Chancellor in 1976 when Britain called in the International Monetary Fund. Not only did it bring him close to demoralisation but has often been exploited by opponents within the party and outside.

If his time as Chancellor left him permanently scarred, however, it does not show. "Most foreigners think I did a very good job," he said, adding that he only drew half of the IMF funds available and paid it all back.

More glorious was his time as defence secretary between 1964 and 1970 - a period he describes as the highlight of his political career. He was a strong minded departmental minister, albeit sometimes at the expense of Cabinet colleagues.

For three years from 1980 Mr Healey was deputy leader of the Labour party. It was a traumatic period for the opposition, rich in upheavals and internal dissent from which a remodelled Labour party was to emerge. In 1983, however, he decided not to stand for the succession to Mr Michael Foot, the leader.

In retirement he plans to write and broadcast, following up themes in his recent biography on world affairs, financial regulation and party democracy.

But he does not want to be crumpled out yet. He believes there is still 2½ years until Mrs Thatcher goes to the country.

That leaves plenty of time for sallies against the Tories. "I shall try to give you something to laugh at from time to time," he promised.

Agreement on press ethics code

By Raymond Snoddy

THE EDITORS of Britain's national newspapers yesterday reached broad agreement on a new code of conduct and ethics for the national newspaper industry.

The agreement reached by editors of very different newspapers ranging from popular tabloids to the heaviest of quality, includes, it is believed, a move towards the general introduction of readers' representatives or ombudsmen to deal with readers' complaints.

The discussions also covered the provision of "an opportunity to reply" to those who thought they had been unfairly treated. This falls short of an absolute right of reply and would be at the discretion of editors.

Mr Andreas Whitlam-Smith, editor of The Independent and chairman of a committee of the Newspaper Publishers Association which drew up a draft code, said yesterday the editors had taken a major step in the direction of effective self-regulation.

The Independent editor described the meeting as historic but refused to give details.

Two editors were designated to brief Mr Louis Blom-Cooper, chairman of the Press Council, the voluntary body that adjudicates on complaints against newspapers. The full code is then expected to be published.

The editors at yesterday's meeting were concerned that their code would not be seen as an alternative to the activities of the Press Council. It was far from clear, however, how the code could be incorporated in plans to reform the Press Council.

The other areas covered by discussions included invasion of privacy and paying criminals for stories and pictures.

The drawing up of a code is designed to try to head off the threat of legislation. The Calcutt Committee set up by the Government is already looking into the whole area of privacy and the press.

Lloyd's to speed up settlements

By Patrick Cockburn

LLOYD'S of London, the insurance market, has introduced reforms to speed the handling and payment of claims. The market has been criticised for slow payment because of unnecessary paperwork.

The reforms will mean that the only requirement will be the negotiation and agreement with the leading Lloyd's underwriter on the slip and the relevant claims office although there will be some specific exceptions to this.

There will be separate but streamlined claims schemes for aviation, non-marine and marine sectors from July next year for all account years up to the 1991.

After 1991 there will be a unified claims scheme.

Mr Murray Lawrence, the chairman of Lloyd's, said: "In many areas - especially at times of big disasters - claims handling is second to none, but this new scheme is designed to ensure that areas of the market will operate at a consistent, high-level of performance."

Mr Robert Keville, chairman of the Lloyd's Insurance Brokers' Committee, said yesterday: "We believe that, as a result, there will be a significant improvement in the handling of claims, to the benefit of the policyholder, and in the speed and efficiency with which brokers will be able to perform."

The Securities Association will today rule on whether two stockbrokers who face criminal charges over the Bine Arrow affair can continue to work in the securities business, writes David Waller.

Mr Timothy Brown and Mr Paul Smallwood of UBS Phillips & Drew were suspended by TSA earlier this month, but were allowed to continue working pending the result of an appeal.

Their appeal was heard yesterday by Sir Rosaleyn Cuming-Bruce, a former appeal court judge. An announcement is expected this afternoon.

In 1966, Nicholas Ridley spoke out passionately on the preservation of Britain's historic buildings and conservation areas: "We cannot afford to lose many more of the centres of our towns. Time is running out... If the local authorities cannot make use of this bill... I believe we shall lose one of the greatest assets that the country has."

Yet earlier this year, when presented with plans to redevelop the Poultry site in the City of London, he saw fit to overturn

that the usual presumption, in favour of preservation of listed buildings, should be overridden."

He did this even though it spelt doom for eight listed buildings and an entire acre of the city's central conservation area.

LISTED BUILDINGS—SOON A THING OF THE PAST.

Mr Ridley's inspector saw the Poultry site as "one of the best, if not the best, groups of surviving Victorian commercial buildings in the City."

But he recommended their demolition because the replacement building "might just be a masterpiece." In order to allow demolition, Mr Ridley waived his own Department's main

But not Mr Ridley's inspector. In his view conservation areas exist to safeguard street lines, views and trees, but not buildings.

Yet the official Departmental circular says: "The demolition of even a single building... and the construction of some new building in its place could result in the character or appearance of a conservation area, or part of it, being severely prejudiced."

SUPPORT OUR 11TH HOUR HIGH COURT APPEAL.

On November 28th, SAVE Britain's Heritage, a registered charity, is challenging Mr Ridley's decision in the High Court. The pre-

cedent that this sets poses a threat to every historic city, town and village in the country. Our architectural heritage will be under attack as never before. In fighting this case we need all the support we can muster.

This is our last chance to make a stand against the bulldozers. Send us a donation today.

Access and Visa donations can be made on 01-228 3336. Alternatively I enclose £ _____ to SAVE Britain's Heritage, 68 Battersea High Street, London SW11 3HX, to help fight the proposal to demolish the Mappin and Webb triangle.

Name _____

Address _____

Postcode _____

SAVE
BRITAIN'S HERITAGE

SAVE Britain's Heritage is a registered charity 68 Battersea High Street, London SW11 3HX

ELEVENTH HOUR ON DEATH ROW.

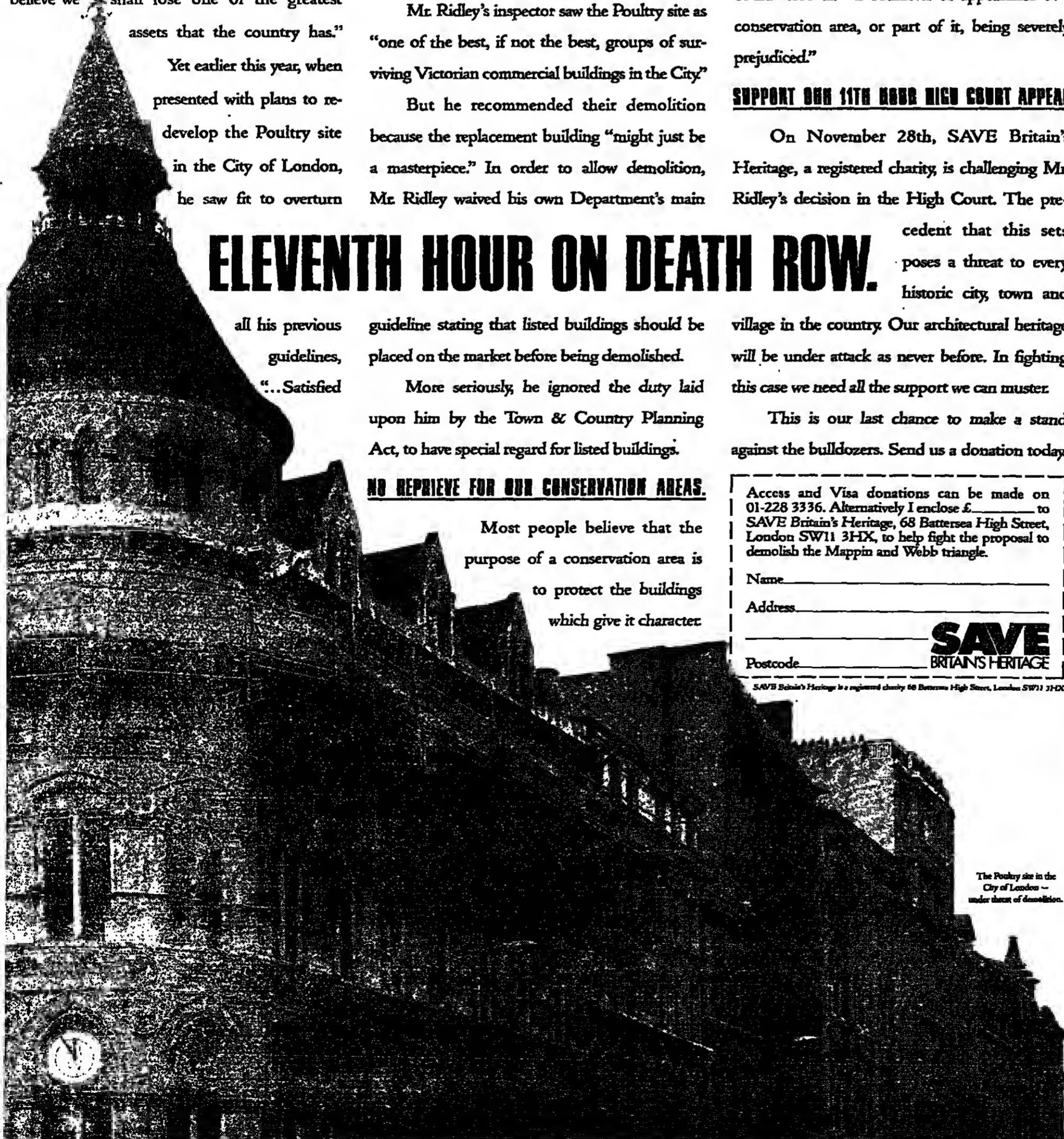
all his previous guidelines, "...Satisfied

guideline stating that listed buildings should be placed on the market before being demolished.

More seriously, he ignored the duty laid upon him by the Town & Country Planning Act, to have special regard for listed buildings.

NO REPRIEVE FOR OUR CONSERVATION AREAS.

Most people believe that the purpose of a conservation area is to protect the buildings which give it character.



The Poultry site in the City of London - under threat of demolition.

THEY CALL IT THE LAND OF OPPORTUNITY.

COSTAIN UNEARTHS THE REASON WHY.

Our expertise has crossed new frontiers in the USA. In fact, America is now the largest contributor to the Group's profits outside the UK. And it's still growing.

OWNER OPERATED COAL, KENTUCKY, ALABAMA AND OHIO. With productivity running at well above the national average, and our own private barge and rail links, small wonder this is one of the USA's most efficient mining operations.

CONTRACT COAL MINING, LOUISIANA. How could we economically supply low-sulphur coal to a power plant 7 miles away? Our brainchild is a giant conveyor belt which cut out the need for haul roads.

Our output of coal in America equals one fifth of Britain's total output.

PRECIOUS METALS, SOUTH CAROLINA AND NEVADA. With profits already flowing in, we're now calling on a mine of experience to exploit new mineral reserves.

OIL AND GAS, TEXAS. The trick here was to take a completely fresh approach to existing geological data to pinpoint the whereabouts of gas and 'black gold'.

COSTAIN · MINDS OVER MATTER

ENGINEERING & CONSTRUCTION · MINING · HOUSING · PROPERTY

COSTAIN GROUP PLC 111 WESTMINSTER BRIDGE ROAD LONDON SE1 7UE TELEPHONE 01-928 4977.

COSTAIN

UK NEWS - THE GOVERNMENT'S LEGISLATIVE PROGRAMME

THE MAIN POINTS

- National Health Service shake-up, increasing competition and local management. The Bill will empower health authorities to enter into contracts with each other, and with the private health sector, to encourage competition. Hospitals and other NHS units will be able to become separate trusts within the NHS, giving their managers greater freedom. Family doctors will be allowed to hold health care budgets, from which they would shop around for hospital and other care on behalf of their patients.
- Introduction of top-up loans for students. From next September, most of Britain's 500,000 undergraduates will be eligible for a loan of £220 in a full year or £110 in the student's final year. Students will repay the loan after graduation, but this obligation will be deferred if their income is less than 85 per cent of the national average.
- Green bill on pollution and waste, introducing an integrated pollution control system and boosting local authority controls on emissions. The bill covers tighter controls on waste disposal, industrial emissions, the import and export of toxic waste, litter, the use of genetically engineered organisms and the storage of radioactive materials.
- Reform of industrial relations and trade union law, particularly in relation to unofficial actions. The Employment Bill, curbing the trade unions' pre-emptive closed shop and limiting unofficial strike action, will be the sixth tranche of legislation in the Government's step-by-step approach to labour market reform.
- Broadcasting bill to create a fifth national channel, a new Independent Television Commission and a new radio authority. The Government aims to provide for a wider choice of broadcast services, to strengthen the overseeing of programme standards and to reform the independent television and radio systems.
- Increased choice in the provision of legal services and streamlining administration of civil justice.
- Food bill to strengthen safety and consumer protection.
- Research into human fertilisation and embryology.
- Privatisation of Crown Suppliers, the Government procurement agency, and parts of the Property Services Agency.

Tax cut pledge dropped in fight against inflation

By Philip Stephens, Political Editor

MRS Margaret Thatcher yesterday indicated that she would put the fight against inflation firmly ahead of further tax cuts as she set out the Government's plans for the next year with an uncompromising defence of its radical reforms.

With the glare of camera lights signalling the first live television broadcasts of the House of Commons, the Prime Minister underlined her determination to press ahead with a new programme of controversial legislation.

She offered a hint, however, that she might adopt a more mollified tone in negotiations with Britain's European Community partners in the hope of averting a major rift at next month's summit in Strasbourg.

Conscious of the fragile truce within Conservative ranks on policy towards Europe, she tempered her firm opposition to plans for an EC-wide social charter and for full monetary union with a suggestion that compromises might still be possible.

The legislative programme, outlined in the so-called Queen's Speech, in which the monarch outlines plans for legislation in a speech written by the Prime Minister, provides for at least 15 important parliamentary bills. It confirms that reform of the National Health Service and liberalisation of the broadcasting industry.

But the Speech dropped what had become a traditional reference to the expectation of further cuts in income tax rates. Mrs Thatcher insisted that control of inflation was the "absolute priority."

The commission-approved in advance by the Treasury was taken by senior ministers as a clear warning that next March's Budget will not offer any significant reduction in the tax burden.

Speaking in the debate which followed the State Opening of Parliament by the Queen, both Mrs Thatcher and Mr Neil Kinnock, the Labour leader, appeared to tailor their performances to the new television age - it being the first ever debate televised from the House of Commons.

The tone of the speeches delivered by the two main party leaders was markedly more reserved than that in recent clashes during Prime Minister's question time.

Both dealt at length on the implications of the unfolding drama in Eastern Europe, and on the need for concerted action by Western nations to foster the onset of democracy in countries behind the rapidly disintegrating Iron Curtain.

Mr Kinnock accused the Prime Minister of being "dragged behind" her EC partners and of being unwilling to adapt the Government's defence policy to changing circumstances.

Mrs Thatcher, however, responded that it was vital amid the great uncertainty in Eastern Europe that the West should combine aid for those countries which were embracing democracy with maintenance of firm NATO defences.

While strongly defending the controversial measures in the programme Mrs Thatcher emphasised that many of the other bills would respond to demands from the public for an enhanced "quality of life."

Those measures particularly the bills providing for much tighter environmental safeguards and for improved food safety - are seen as providing the background for a major shift in the presentation of the Government's policies in the run up to the next election.

○ The Conservative Party's backbench 1922 Committee is expected to open the way tomorrow for a possible leadership challenge to Mrs Thatcher - the first in her 15 years as party leader.

Amid rumours at Westminster that a "dissident" backbench MP may mount a symbolic challenge to the Prime Minister, the 1922 Executive was said to be concerned that if a contest looked likely it should be held as quickly as possible.

Many MPs, however, still doubt that anyone will be prepared to challenge Mrs Thatcher while there is little doubt that she would comfortably defeat one.

From deep in parliament's heart to your own armchair

By Christopher Dunkley

ENGLAND, in John Bright's famous phrase, is the mother of parliaments. But it has taken Mum an awful long time to coax her daughter on to the modern equivalent of the stage.

When the television cameras finally sent out their first pictures yesterday it seemed for a while that those who had so vehemently resisted their installation, claiming that they would turn MPs into an even more vain bunch of prima donnas, were right.

Not that they looked as grand as opera singers, more like public school boys playing up in front of some important dignitary. The object was to prove that they were not over-awed by this famous newcomer. The result - during the first half hour, anyway - was some vintage knockabout material.

The Speaker of the House, Mr Bernard Weatherill, who looks set to become as much a star of television as his predecessor was of radio, tossed his ceremonial wig and scolded "This back chat from a sedentary position does not enhance our proceedings."

By a procedural trick Labour's Mr Bob Cryer managed to grab the honour of being First British MP Live On Screen From The Chamber, but the first formal speech came from Conservative member Mr Ian Gow. Before any mention of the Queen's Speech he quoted from an advertising circular encouraging MPs to take a course in television skills, asserting that voice and body language counted for 88 per cent of impact and the actual content of the speech for only 7 per cent.

The coaching outfit also promised "You will learn if you need a new hairstyle," and at this Mr Gow passed and lowered his glistening bald head when it then added "And when to get it!"

The Chamber roared, and for the viewer at home it did indeed become difficult, just as the opponents of parliamentary TV had warned, not to admire the man for his delivery rather than his politics.

Would Mr Gow, the irreverent thought floated by, be able to sell the great blank space on his head to a sponsor if he keeps pointing it at the cam-

era like that?

But as soon as the debate got into its stride, with Mr Neil Kinnock, the opposition Labour Party leader, on his feet, flinging his scornful phrases into the faces of the Government across a table little bigger than you would find at a dinner party, the magic of the old cockpit began to seep out through the screen straight into the sitting room.

These faces, you suddenly realised, as familiar as those of pop stars and comedians, belong to real people with real passions who talk real politics. Listening to Mr Kinnock's disdain for the Government's plans, and seeing him direct his ridicule at a woman sitting barely 10 feet away - "I understand why she has taken to calling herself 'we', it's less lonely that way" - the spirit and the methods of the House became clear.

Intimate and deeply personal debate has always been at the very heart of the British Parliamentary system and here it was, right bang in front of your own armchair.

Just as everybody predicted, Mrs Thatcher did come off



Small screen, big stage: Kinnock flings a phrase across the floor

worse than Mr Kinnock. In the Chamber she cannot use the carefully learned technique of the sincere whisper which is so effective in the television studio.

Yet she scores in other ways. An amazing number of Labour members flung themselves against the knife-scyming wheels of the Thatcher chariot, leaping up to intervene, finding that the lady gave way gracefully, discover-

ing too late her skill at massive retaliation.

After only one afternoon it is already clear that the rules about what we may and may not see are, as so many have argued, far too strict, not only for the good of the viewer but for the proper image of the House. Yet all that can easily be rectified. What also seems clear after only one day is that the cameras will, surely, never again depart.

A reforming session, with re-election in mind

By Our Political Editor

THE frenetic pace of the Government's legislative programme since 1987 is beginning to slow as Mrs Margaret Thatcher adjusts her focus to the next general election.

But there is still enough radical reforming "Thatcherism" in the plans laid out yesterday in the Queen's Speech to ensure another year of hard political battles.

The background to this year's statement - a resurgent Labour party, the prospect that 1990 will be the worst year for the economy since 1982 and continuing sharp divisions within Conservative ranks over Europe - has rarely been less favourable for the Government.

The possibility that Mrs Thatcher may face an, albeit token, challenge for the leadership is seen among Tory and well as opposition MPs as underlining a dramatic erosion

of the "triumphalism" which followed her 1987 election victory.

That in part can be attributed to traditional mid-term blues. Few at Westminster forget the extraordinary revival in the Government's popularity which quickly followed the dark days of the crisis over the rescue of the ailing Westland helicopter company in January 1986.

There is private acknowledgment among senior ministers, however, that the hill will be significantly harder to climb this time round. So the Government's judgement in framing its latest programme has been based on two essential calculations.

The first is that virtually all of the remaining controversial legislation it plans for the present Parliament has to be squeezed into this session. Delaying it any longer could

close the option of calling a "snap" general election in the spring or summer of 1991.

Thus reform of the National Health Service, the restructuring of the coal industry, the plans to liberalise the broadcasting industry and legal services, and to introduce student loans were all included in yesterday's speech.

So too has the difficult legislation to introduce the recommendations of the Warnock report on human embryo research - the opportunity for a bitter, though cross-party, debate on abortion.

In theory, the number of bills foreshadowed in yesterday's speech - 15 - provides no real guide to the actual weight of the legislative programme.

Last year, for example, the Government gave advance notice of 16 bills but then went on to enact 31. It is already clear that a number of other

measures - including new legislation to extend the right of abode in the UK to key groups in Hong Kong - will be announced later in the present session.

The expectation, however, is that the Government will be less ambitious during this session.

Though few ministers believe that the economy will permit an election before the Autumn of 1991 - and many have now pencilled in the spring of 1992 as the most likely date - the option of an early poll has to be kept open.

That means ending the present session in perhaps October of next year to allow a truncated, less controversial, programme in the immediate run up to the election.

Not everything, however, is being left until the last moment. While the last session of Parliament had few overtly

popular measures to counter-balance those such as water privatisation, the latest programme has been framed with at least a glance towards securing a fourth term.

The "Green Bill" and the planned Food Safety bill are both designed to demonstrate that the Government is responding to growing public concern about the "quality of life."

Although they will be attacked by Labour as inadequate, the Government hopes such measures will provide the foundation for a marked shift of emphasis in the presentation of its policies in the run up to the election.

That said, both the timing and the eventual outcome of the election are expected at Westminster to depend much more on the level of mortgage rates than on the contents of yesterday's Queen's Speech.

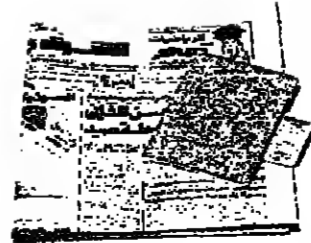
VISA AS EASY TO USE ABROAD AS AT HOME



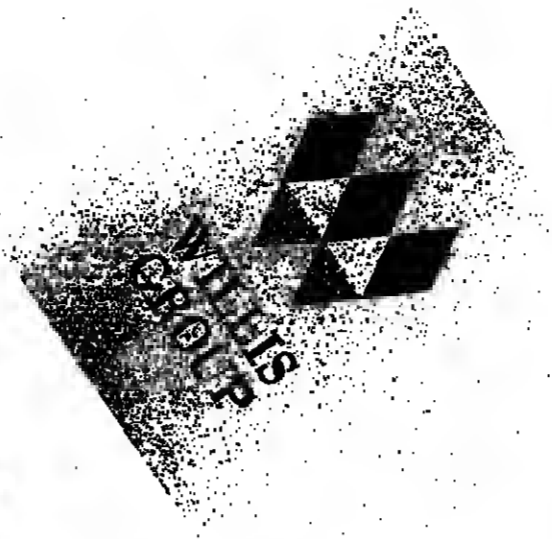
Kuwait

Accepted in Kuwait and anywhere you travel. The world's most widely used card is welcomed in hotels and restaurants, for car hire or shopping.

Travel confidently - use Visa.



ALL YOU NEED



How to Recognise a Great Company.

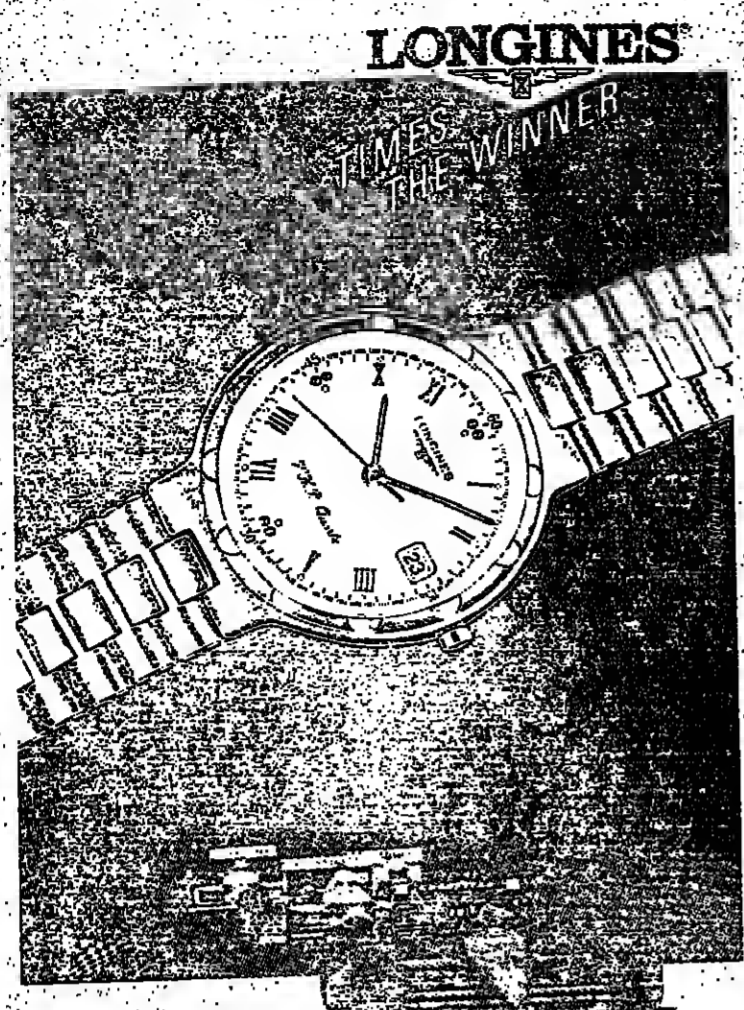
This is the newly created corporate identity for the Willis Group. It is new, but the companies within the Group have all been around for a very, very long time. They are known, respected and trusted in all four corners of the globe.

Willis Faber p.l.c. is the holding company. *Willis Faber & Dumas* are specialists in wholesale and re-

insurance broking around the world. And *Willis Wrightson* provide a risk management and an insurance broking service to industry and commerce throughout the UK and world-wide.

Three companies linked by the prestige and reputation of the name Willis. One Group whose strength lies in the diversity, and affinity, of its parts.





Winning calls for many qualities, not least shrewd judgement. So does choosing a watch. Which is why so many winners choose Longines. Combining elegance with super-accuracy, the outstanding Longines Conquest VHP (Very High Precision) is probably the most advanced watch in the world. A watch made for winners, in every field.



The Jobs column and Recruitment Advertising will appear on Friday 24th November

UK NEWS

Private satellite links to be freed

By Hugo Dixon

PRIVATE telecommunications satellite users will be given more freedom under a package of measures soon to be announced by the Government. The most important measure would allow satellite operators to provide communications links across Europe. Users are at present restricted to offering services within the UK. Although the Government licensed seven private satellite operators last year, most have yet to provide a service because they are so hemmed in

by red tape. The Department of Trade and Industry plans to cut through most of the red tape, partly by keeping up with developments in West Germany where most controls on satellite services have been removed. The ban on providing international services has limited the attraction of the new services to users, according to Paul Franklin, who is in charge of satellite services at EDS, the US telecommunications group which won one of

the licences. Multinational companies headquartered in London wanted to link their European operations and were less interested in a UK-only service, he said. Private satellite services could be a particularly effective way of linking European operations. Instead of negotiating to lease private cables from different state-owned monopolies each with different technical standards, companies would simply give each of their Euro-

pean branch offices a satellite dish. In the US, where such satellite services are common, companies use them to transmit moving pictures, data and voices. They are used particularly in the automotive, banking and electronics industries. The seven private satellite operators are: British Satellite Broadcasting, British Aerospace, Satellite Information Services, Uplink, EDS, Kingswell Communications, and Maxwell Satellite Communications.

Knitting industry 'crisis deepening'

By Aileen Hawthorn

THE UK knitting industry is in the midst of a crisis of "unprecedented proportions" and its condition is deteriorating, according to a leading industry figure. Mr Carl Brewin, president of the Knitting Industries Federation, told its annual general meeting in Nottingham yesterday that the industry had plunged into a "deepening crisis" which, he said, had become "much deeper than our gloomiest predictions". There have already been more than 10,000 job losses - representing 12 per cent of the knitting workforce - across the industry in the last 18 months. Mr Brewin warned there was likely to be "further deterioration" before the knitting companies returned to stability. The £1.6bn industry, which is based mainly in the east Midlands and on the Scottish Borders, has been in an increasingly precarious state for nearly two years. The main problem was at first the high value of the pound against the dollar and related Asian currencies, which prompted a rapid rise in imports of knitted garments. But the industry has also suffered from depressed demand due to the swing in fashion away from chunky knitwear and the impact of two successive years of mild winter weather. The recent slowdown in consumer spending, in response to increased interest rates, has intensified the pressure on demand. Mr Brewin said that the knitting companies managed to maintain output last year - although profitability came under pressure - but there had been "an acute decline in sales" since spring. Similarly, he said, exports have fallen in part because of the volatility of the pound. In recent months the knitting industry has been hit by a series of cuts and closures. Earlier this month T. W. Kempton, one of the largest knitwear manufacturers in the east Midlands, was forced to call in the receivers, threatening the jobs of its 1,200 workers.

BT to offer advanced services

By Hugo Dixon

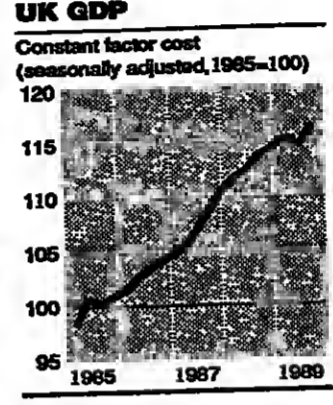
AN ADVANCED telecommunications service capable of carrying picture telephone conversations, high-speed facsimile and colour diagrams will be offered from next April, British Telecom confirmed yesterday. The Integrated Digital Services Network, uses existing copper telephone wires to offer a mixture of picture, voice and data traffic. British Telecom's ISDN service will start on a pilot basis at the end of this month, leading to the launch of a commercial service next April. It will be able to link with similar services in France, the USA and Japan, which have progressed more quickly. ISDN - aimed mainly at small and medium-sized businesses - will be able to carry two separate communications channels along each copper wire. Each of the channels can be used for either data, pictures or voice.

Calls will be charged at the same rate as for an ordinary phone but connection and rental charges will be higher. Six hospitals pioneering cost efficiency methods in the National Health Service are having difficulty in recruiting enough full-time computer staff. The six are pilot sites for the Government's resource management initiative which aims to make the health service more cost effective by enabling staff to make better-informed decisions.

Recovery in oil output boosts growth in GDP to 1 per cent

By Patrick Harverson, Economics Staff

A RECOVERY in North Sea oil production helped the British economy grow by 1 per cent during the summer, but the annual rate of economic growth as measured by output is still the slowest for nearly four years, official figures indicated yesterday. The Central Statistical Office said that its preliminary estimate for gross domestic product (GDP), measured by the output of goods and services, rose 1 per cent between July and September. This compared with a fall of 0.2 per cent in the previous quarter. The third quarter rise took the annual growth rate to just below 2 per cent, the slowest rate since the first quarter of 1985 and less than half the 4.3 per cent annual growth achieved last year. If the contribution from oil



and gas production is excluded from the calculations, GDP growth was almost flat in the third quarter. The CSO said that the non-oil economy grew

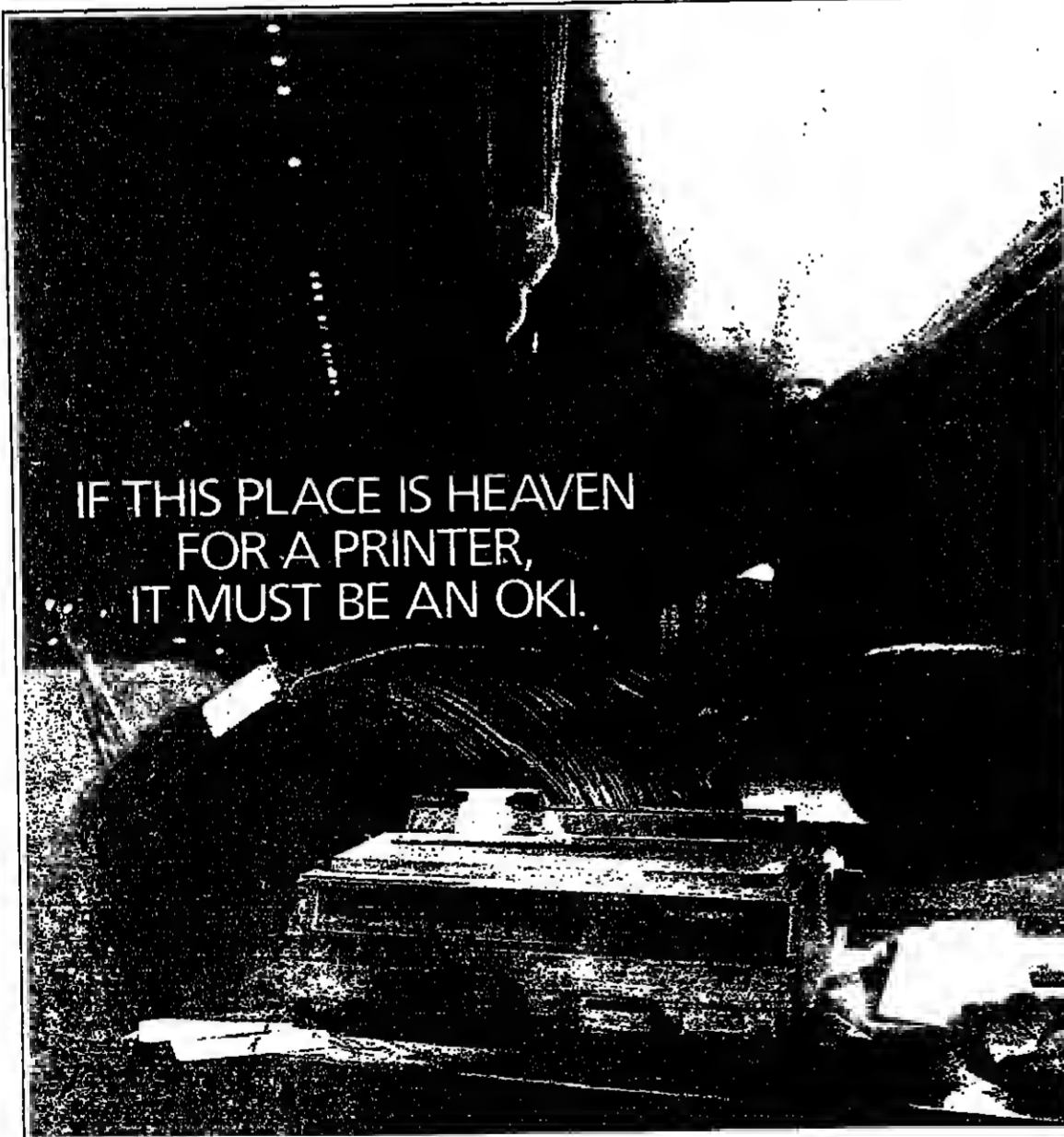
by 0.3 per cent in the period July to September, to a level 2 1/2 per cent higher than in September 1988. The rise in energy sector output during the quarter was 5 1/2 per cent, an illustration of the recovery in oil production since last year's Piper Alpha oil platform disaster and other problems curtailed North Sea output. The CSO said that between July and September the output of the production industries was 1 1/2 per cent higher than the previous quarter. Manufacturing output and services output both rose 1/2 per cent during the period. The seasonally adjusted preliminary output-based measure of GDP in the July to September period stood at 116.0 (1985=100), against 114.9 in the previous three months.

City forecasts unemployment rise

ECONOMIC forecasters in the City of London appear slightly more optimistic than the Treasury about next year but they think unemployment will rise by 150,000, writes Simon Holberton. According to the latest Treasury compilation of 11 City forecasters, the level of gross domestic product should be 1.8 per cent higher in 1990 compared with 1989. In the Autumn Statement, the government's outline of spending plans announced last week, the Treasury forecast a 1.25 per

cent growth in GDP next year. The City expects both personal and Government consumption to be more buoyant than the Treasury, while it believes gross investment will, at 0.9 per cent, grow by nearly half the rate of 1.75 per cent forecast by the Treasury. Inflation is expected to be around 5 per cent in the fourth quarter this year, compared with a Treasury forecast of 5.75 per cent. But unemployment is forecast to rise to 1.85m from 1.7m this year. The current account deficit

is £14.5bn in 1990, about the same as the Treasury expects (£15bn). Growth in the volume of exports is forecast to be 5.6 per cent in 1990, while imports are forecast to grow by 2.8 per cent. By the end of next year the City expects sterling to have lost a further 6.5 per cent of its value against other currencies. On the Bank of England's trade-weighted sterling index City forecasts expect the pound to be at 84 compared with 88.8 for the fourth quarter this year. The current account deficit



IF THIS PLACE IS HEAVEN FOR A PRINTER, IT MUST BE AN OKI.

It's a tough environment for an office printer. The shipping area of a steel factory, where heat, grime and the rugged hands of steel workers would be living hell for an ordinary printer. But after a year of continuous performance, 8 hours a day, 5 days a week, this OKI ML393 is still turning out an average of 1000 labels a day. It's living proof that the rigorous tests an OKI goes through in our factory leave it more than capable of meeting the challenge of real life. And it's the kind of reliable performance you can expect from every OKI printer we make - from dot matrix to non-impact models. So if you're looking for a printer that can take the heat in your office, why not test one that's proven itself under fire. It's as close as the nearest OKI dealer. And as close to perfect as you're likely to find for the not so heavenly conditions of this world.

BECAUSE NOTHING'S AS CHALLENGING AS THE REAL WORLD.

Technitron DATA 750 751 Deal Avenue • Slough Trading Estate • Slough • Berkshire SL1 4SH • Tel: 0753-31292

BERLITZ The language of international business isn't English... it's the language of your customer. Prepare for 1992 now. Communicate in your customer's language and call Berlitz today on: 01-580 6482 London 021-643 4334 Birmingham 031-226 7198 Edinburgh 061-228 3607 Manchester 0532-435536 Leeds

FAST AND EFFECTIVE Courses are tailor-made to meet the particular needs and schedules of both you and your company.

Manchester Business School EUROPE'S LIVELIEST BUSINESS SCHOOL DEVELOPS INTERNATIONAL MANAGERS. The Master's Degree in Business Administration at Manchester Business School has won international recognition for its unique project-based approach. Our graduates are sought out by top company recruiters throughout the world. The programme provides a stimulating and in-depth coverage of all aspects of management while also encouraging course participants to follow their own interests through specialist options. Applications for entry are now being accepted for September 1990. "head and shoulders above the rest" THE TIMES "a significant international opportunity" FINANCIAL TIMES "in the first rank internationally" THE ECONOMIST "the School for rank international" SUNDAY TIMES For further details write to or telephone: THE GRADUATE OFFICE, MANCHESTER BUSINESS SCHOOL, BOOTH STREET WEST, MANCHESTER M15 6PB. TEL: 061-275 6333 ext 6311 TELEK:668354 FAX: 061-273 7732

NORDIC COUNTRIES + 1992 The Financial Times proposes to publish a Survey on the above on 25th January 1990. For a full editorial synopsis and advertisement details, please contact: Chris Schaanning or Gillian King on 01-873 3428 or 01-873 4823 or write to him/her at: Number One, Southwark Bridge London SE1 9HL. FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

WE, THE LIMBLESS, LOOK TO YOU FOR HELP We come from two World Wars, Korea, Kenya, Malaya, Aden, Cyprus, Ulster. The Falklands and all those areas of turmoil where peace must be restored. Now, disabled and totally aged, we must look to you for help. Please help by helping our Association. BLESMA looks after the limbless from all the Services. It helps to overcome the shock of losing arms, or legs or an eye. And, for the severely handicapped, it provides Residential Homes where they can live in peace and dignity. Help the disabled by helping BLESMA with a donation now or a legacy in the future. We promise you that not one penny will be wasted. THE FIRST STEP by a recent, young double amputee. PLEASE GIVE TO THOSE WHO GAVE. Give to those who gave - please. Donations and information: The Charitable National Appeal Committee, BLESMA, Midland Bank PLC, 60 West Strand, London EC4A 3DF. **BLESMA** BRITISH LIMBLESS EX-SERVICE MEN'S ASSOCIATION

Stockholm 4 flights daily With a total of 149 flights a week to 8 major Scandinavian Gateways. Call your Travel Agent or SAS: 01-734 4020. **SAS** The Scandinavian Airlines System.

WORLD ADVERTISING The Financial Times proposes to publish this survey on: 4th December 1989. For a full editorial synopsis and advertisement details, please contact: NEVILLE WOODCOCK on 01-873 3365 or write to him at: Number One Southwark Bridge London SE1 9HL. FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

EAST-WEST TRADE The Financial Times proposes to publish this survey on: 8th DECEMBER 1989. For a full editorial synopsis and advertisement details, please contact: PATRICIA SURRIDGE on 01-873 3426 or write to her at: Number One Southwark Bridge London SE1 9HL. FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER



"Take me to the Hilton."

It hadn't been the easiest of assignments. But now he had the data and the samples he wanted, and the weather was worsening. Time to make a move. "Take me to the Hilton." A great place, the Hilton. He sometimes took it for granted, but that was a compliment. He'd never been let down yet. He smiled to himself at the prospect of a warm welcome and a hot bath. For the next few days, the only ice he wanted to see would be in a tall glass in the lobby bar. ♦ For reservations at over 400 hotels, call your travel agent, any Hilton hotel or Hilton Reservations Worldwide. (Germany: 069 25 01 02, France: 1 46 87 34 80.)

HILTON

INTERNATIONAL

THE HILTON • THE HOTEL

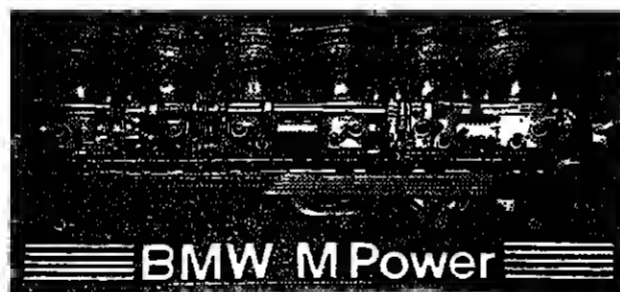


THE MAKING OF A SOVEREIGN.

A BMW M5 is an exceptional phenomenon. It is, on the one hand, an elegant limousine with its own distinctive character and, on the other, a fascinating and dynamic sports car. A sovereign presence in every respect. Built for people who believe that individuality should be expressed in refined understatement.

In this car, stylistic good manners involve a correct synthesis between aesthetics and a high level of functional efficiency. The outstanding aerodynamics therefore do more than simply accentuate the characteristic BMW lines; they also contribute substantially to the M5's extraordinarily stable handling properties.

The interior has an aura of exclusivity and performance. Perfect ergonomics, precisely arranged functional efficiency and carefully selected high-quality materials characterise the design of the M5's interior.



■ 6-cylinder, 24 valve, 232 kW/315 bhp, induction system with special resonance control – pure M power.

The most noticeable feature in this quality level is certainly, however, the high-performance engine – a power unit which delivers its almost inexhaustible power in an outstandingly refined manner.

The 4-valve technology of this advanced 6-cylinder in-line engine contributes to making the M5 one of the most powerful series-produced automobiles in the world – even though it is designed, without compromise, for catalyser operation. The modern Digital Motor Electronics provide engine management of maximum precision and efficiency.

Unmistakably the premier model, it is the jewel in the BMW 5 Series crown – a sovereign with a famous but simple insignia. M5.



The ultimate driving machine

MANAGEMENT

TSB Group

Set on a make or break strategy

Steeply rising costs and a profits downturn have prompted the UK financial institution to embark on another round of sackings and further restructuring. David Barchard examines its prospects

Seldom have stock market expectations turned into so great a disappointment. When the TSB Group was floated on the stock market in September 1986, a move which transformed a patchwork of 70 regional savings banks into the sixth largest UK clearer, there was great optimism among the bank's executives and investors.

Three years on, there is little to be optimistic about. Signs abound that TSB's performance is weaker than that of its competitors. The share price today is just 13p higher than it was at the flotation, despite the upward movement of the markets since then. Interim profits this year were down from £12.1m to £164.5m. At just under 75 per cent, the group's cost/income ratio is nearly 10 percentage points above those of the other large clearers.

In retrospect it has become painfully clear that TSB went into the flotation with a group structure and a management team unsuited for the struggle to survive against the established clearing banks.

Yesterday's sackings and restructurings are the latest in a long series of measures aimed at creating a bank group which is tightly focused on the needs of the market. The job cuts and restructuring have an undercurrent of desperation to them. If these latest moves do not succeed in pulling TSB's performance into line with its competitors, the group's future will be murky. Its statutory five years' protection from predators ends in less than two years and it will look exceedingly vulnerable.

The group's future success or failure is generally agreed to lie in its banking operations (rather than its insurance and commercial subsidiaries) which account for more than 70 per cent of group profits and virtually all its balance sheet.

It is in the banking operation that changes have been most apparent over the past two years. Since 1986, TSB has shed almost all the long-standing top management inherited from the Trustee Savings Banks after a long series of internal struggles.

Today, the TSB senior management team contains only one long-serving Savings Banker and 200 out of the top 300 senior and middle managers have been with the company less than four years, says Don McCrickard, chief executive of TSB Bank.

McCrickard is one of the key figures in the revamping of



Sir Nicholas Goodison: softer style and radical gestures

TSB. A former American Express executive, he made his reputation in the group by turning around UDT, its finance house subsidiary. Since he arrived at the TSB in the spring of 1988, his views on the bank's future have exercised a powerful influence.

When TSB Bank, an umbrella organisation covering all group banking operations was created last May, McCrickard was the more or less inevitable choice as chief executive. Retail banking operations are handled by Peter Ellwood, former chief executive of Barclaycard, hired last June.

"I went outside the organisation for a financial retailer, someone sensitive to the needs of consumers and someone capable of pushing through fundamental change necessary at the branch level," says McCrickard.

The most important change, however, was the arrival as group chairman last January of Sir Nicholas Goodison, former chairman of the London stock exchange. The style of his predecessor, Sir John Read, had been hands-on and autocratic. Sir Nicholas has a softer personal style, but his chairmanship has been marked by radical gestures.

His first big decision as chairman was to make a clear

Year to Oct 31	1988*	1988**	1988	1987	1986	1985	1984
Total income (£m)	762.6	700.8	1,442	1,062	859	721	626
Total costs (£m)	582.6	488.3	977	687	563	471	411
Costs/income ratio%	74.7	69.6	67.8	62.8	65.5	65.3	65.6
Equity/assets ratio%	8.6	8.2	8.3	13.2	12.2	7.8	7.5

*Half year to April 30 1988; **Half year to April 30 1988

break with the past by sacking nearly 100 regional non-executive directors and chopping the TSB Regional Board structure, vastly enhancing the grip of the executive management.

Soon afterwards the TSB group board was trimmed from 31 members to 17. In April the bank was given its present clearly delineated three-legged structure consisting of the bank under McCrickard; an insurance and services division; and a commercial division for its non-financial services subsidiaries.

Sir Nicholas had earlier sounded a surprisingly strong warning note. At the AGM of the group in March he told shareholders that lower half year profits were on the way and that costs were beginning to grow faster than income. Year end profits are forecast to be below last year's £420m.

Meanwhile two major strategic reviews were commissioned, for retail banking and corporate banking. Conducted by full-time internal senior management teams, with some outside consultancy help, they exposed a plethora of problems, particularly on the retail banking side.

Out of a fairly lengthy list of retail operations, some of the most urgent appeared to be: a highly fragmented structure inherited from the former Trustee Savings Bank organisation. These included several different authorised banks each with its own head office, administrative centre, and computer centre. The tendency to the proliferation of local fields had actually increased in the run-up to flotation as the quid pro quo for gaining support for the change.

Operating costs were unnecessarily high because of TSB's fragmented structure, and the duplicated or even triplicated sets of functions it gave rise to;

The need to invest heavily in technology and branch upgrading was placing a second severe strain on the cost/income ratio;

Many of the bank's 1,600 branches were badly located and substandard in appearance;

An over-reliance on cheap customer deposits for profit rather than competitive pricing of products;

There are also some problems with the bank's customer base which has a much larger proportion of lower income customers, classified in advertising terms as C2s and Ds, than the other large clearers. A

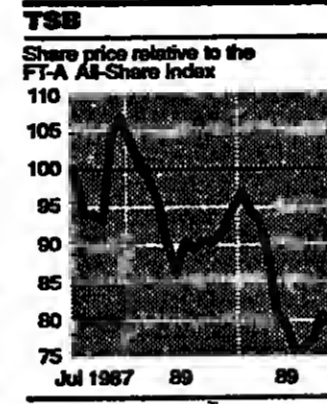
City merchant bank which TSB purchased around the time of the 1987 stockmarket crash. The absorption of Hill Samuel, which has a very different corporate culture from that of TSB, into the group is now far advanced.

Initially, Hill Samuel employees were demoralised by the sale of the merchant bank and the circumstances which led up to it, but the integration of Hill Samuel into the entire corporate business under the Hill Samuel name has been one of the more successful parts of the reorganisation at TSB.

Hamish Donaldson, joint chief executive of Hill Samuel at the time of the acquisition, has been retained at the helm and he has presided over a refocusing of the bank's strategy in four areas of activity: commercial banking; investment operations; and corporate finance. Meanwhile numbers of employees in Hill Samuel have tumbled - from 2,000 in 1987 to around 1,000 today.

The job cuts were achieved by a series of strategic withdrawals. Since the autumn of 1987, Hill Samuel has pulled out of stockbroking by selling NatWest (in February last year) and by earlier withdrawing from Eurobond operations and gilt market making in October 1987. Its share registrar subsidiary, Hill Samuel Registrars, was sold to Barclays Bank earlier this year.

Last autumn Hill Samuel merged its Treasury with that of its new owner, with Lord Cobbold coming from TSB to act as the head of the newly unified operation. However, the arrangement did not prove a success and Lord Cobbold left the post in the summer, though he remains on the Hill Samuel board.



TSB Share price relative to the FT-A4-Share Index

particular gap is the student market in which long-term customer loyalties are forged, though TSB claims to be quite strong in the 16- to 24-year-old market nationally.

The bank was not capitalising on strengths which it reckoned it had and most of its competitors did not, including an estimated two-year lead in on-line, real-time technology and a sales force in its branches cross-selling insurance and investment services to current account customers. Corporate activities are now grouped inside Hill Samuel, the

in TSB's mainstream activity, retail banking.

The restructuring he announced yesterday of the retail banking operations of TSB is unlikely to yield quick results and it has attracted massive publicity. Ellwood has several aims in making his cuts. They include:

A slimming down of TSB head office operations and the concentration of processing operations in 80 local customer services centres or "mini-factories", each handling work from about 16 different branches. Instead of the previous national organisation of seven regions and 54 districts, TSB now plans to have a structure of three regions and 31 areas. However, a reduction in the size of TSB's branch network is not planned.

"We are constantly looking at the location of branches and opening new ones and closing others if they are not in ideal areas. I wouldn't expect any material drop in the size of our branch network," says Ellwood.

TSB is in effect operating an operational structure somewhat similar to that of its rival, Midland Bank, which announced plans early this year to transfer routine processing functions to regional "factories" so as to free up space and staff in individual branches to engage in a stronger selling role.

It is a strategy which contrasts markedly with that of the large clearing banks, other than TSB and Midland, which tend to be sceptical about the degree to which the processing of accounts can be hived off from branch operations.

To the TSB, however, the over-riding aim is to cut costs and achieve the tight management focus the bank has lacked until now. The reaction of its longer-standing customers, used to a slow-moving and highly local branch operation, to these changes can only be guessed. Some observers believe TSB may be pulling up its roots too soon.

However, the changes are dictated by urgent priorities. According to Ellwood, the restructuring should drive down the bank's high cost/income ratio and help boost the annual growth rate and pre-tax profits. "The intention is to make TSB's return on capital equal or better than that of our competitors," he says.

The future of the bank as an independent hangs on his ability to achieve these changes within a relatively short period of time.

Management abstracts

Automating the last frontier: the sales force. T Eisenhart in *Business Marketing (US)*, May 89 (2 pages)

Pinpoints some difficulties in introducing computer systems for sales forces, such as their cost, the computer illiteracy of the salespeople, and incorrect assumptions as to their function. Citing work of two Harvard professors, notes that salespeople can be reluctant to share information, and - from an example at Sandoz Pharmaceuticals - stresses the need to show reps that computers are not a threat but offer real benefits.

When the popular does not appeal: PC preferences. D Barrett in *Computer Weekly (UK)*, 18 May 89 (2 pages)

Reports the results of a survey of PC hardware and software popularity, finding that the most common machines and packages did not provide most user satisfaction, eg DBase is the database package most respondents would buy even though it came second last in user satisfaction. Attacks the training offered by PC suppliers.

Halving it all: part-time professionals. S South in *CA Magazine (Canada)*, June and July 89 (18 pages)

A two-part article which recounts the experiences of professional accountants, especially women, working part-time for firms so that they can meet other commitments, especially family ones; shows how flexibility can be built into work practices so as to avoid stress and enhance productivity.

Now service businesses must manage quality. C DeSotz in *The Journal of Business Strategy (US)*, May/June 89 (4 pages)

Defines a strategic view of quality in the service sector as "performance perceived by the customer, measured relative to the competition, and balanced against price to provide value". Offers guidelines for achieving competitive advantage through service quality by designing the service to create lasting customer relationships, being different from the competition, and by measuring and controlling quality performance.

These abstracts are condensed from the *Chartered Accountants' Journal*, published by the Chartered Accountants' Association. Licensed report of the original articles may be obtained at a cost of £5 each (including VAT and p.p.c. each with order) from Arthur, G. Taylor Lane, Drogheda, West Yorkshire LS2 9AT.

EUROPE-SINGAPORE. WE HAVE MORE ON THE MENU THAN ANY OTHER AIRLINE.

ROME
For starters there's 3 flights a week.
Non-stop-Tues. One-stop-Mon/Fri.

AMSTERDAM
Every day except Tuesday with a variety of departure times.
One-stop-Wed, Fri and Sun. Two-stop-Mon, Thu and Sat.

PARIS
A selection of 5 weekly flights.
One-stop-Thurs and Sun.

LONDON
No halting here.

SINGAPORE
Think of what we really offer.
One-stop-Flights with us.

28 Europe-Singapore flights a week - delicious food, fine wines and a standard of in-flight service even other airlines talk about.

A great way to fly
SINGAPORE AIRLINES

ARTS

TELEVISION

Sex, lies and violence: whose choice is it anyway?

Most viewers will probably be surprised to hear that the people at BBC3 now feel the time has come when - late in the evening - they can show, without prior announcement of their intentions, clear images of anal intercourse, fellatio, and masturbation; and not only these acts being undertaken separately, but one striking picture of a trio managing to perform all three simultaneously.

But where is all this sex? In every other area of the arts, in fact every area of human expression, sex has always played a major part. Throughout centuries of painting, sex and religion competed for the number one spot in the ratings (often being inextricably combined: thousands of splendid male nudes labelled "San Sebastiano" decorate the walls of Italian churches).

This goes completely against the grain of current television since the presenter, the anonymous Mr Whale, behaves as so many heterosexual men used to behave quite guiltlessly, in the years before the New Puritanism was ushered in by the feminists. James Whale is what feminists call a male chauvinist pig: he has women with classically proportioned bodies cavorting around him while he is chatting away at the microphone, and he reveals in material such as the Cher video.

But this is notable precisely because it is so unusual. You have to be mentally unstable to believe there really is as much sex as violence on television. Admittedly there has been this bout of reverse discrimination during the last few years which has meant, once in a while, usually on Channel 4 (most notably in Signals which commissioned what must surely have been the first videotaped "cottage" as one of its central elements) homosexuals, usually male, have been able to see a small amount of material of an explicit nature which would certainly have prevented its appearance had it been heterosexual in inclination.

By any sane reckoning sex is far more interesting than City prices, yet it is City prices which broadcasters tell us about on the FT-SE Index, and not sex. Why?

Christopher Dunkley



Gina Bellman and Michal Gough in Dennis Potter's 'Blackeyes,' which starts this week

European Piano Competition in Luxembourg

The last thing the world needs, you might think, is any more musical competitions - above all, any more for pianists. The latest of international importance to surface in Europe is the biennial Concours Européen de Piano (November 3-16), which has just run its course for the second time; it does have a distinguishing feature which may be thought to argue the case for its invention.

Beethoven 4, placed fourth) and Nathalie Juchoux (French, playing the Emperor, placed third) both showed different sorts of musical sophistication incompletely matched by technique; Kazuo Ogozawa (Belgian, playing Chopin 3, placed second), possessed of massive force, aggressive spirit and stamina, showed all the sensitivity of a threatening machine.

London Sinfonietta

John Adams is this week's composer on the South Bank; he is conducting two concerts with the London Sinfonietta, which introduces three of his works.

Don Carlos in Vienna

The first Verdi opera Claudio Abbado conducted was Don Carlos at Covent Garden in 1983 and it will be with Don Carlos that he returns to the Vienna State Opera.

countless luminous touches without a hint of ostentation or any sacrifice of the larger design. With the Vienna Philharmonic at its most sensitive, the performance is a classic, darkly-coloured grandeur.

depth. The balance of the casting would have been better if the heroine had been a younger soprano than Mirella Freni, whose matronly Elizabeth I is in a more airy acoustic; and Feldman's The Viola in My Life II in which Paul Silverthorne wrung every drop of eloquence from the solo part.

Nativity

Christmas comes betimes to Kilburn's Tricycle Theatre with this strange little fable from Nigel Williams which unfolds like a cross between Through the Looking Glass and a customised nativity play.

Caricatures Williams holds a disquieting looking-glass up to the values of the 1980s if Mr Peterson represents the false logic and grudging humanity of the capitalist, his wife - a beautifully caustic etching from Tina Marjan - embodies the phony enlightenment of the modern family, as she prances around in a twin-set of red robes on green to match her domestic accoutrements.



Robert Patterson and Nabli Shaban

Arts Guide

THEATRE London Anything Goes (Prince Edward). Cole Porter's slyly comic-going 1930s musical has four or five new scenes and Elaine Paige adding to emulate Ethel Merman. Jerry Zak's desperately bright production comes from the Lincoln Center in New York and is unsurprisingly summer-time fare (794 8651, cc 836 2428).

Free hand delivery service. Free hand delivery service for all subscribers who work in the business centres of LISBOA AND PORTO. Lisboa 887844. And ask Roberto Alves for details.

THEATRE London Anything Goes (Prince Edward). Cole Porter's slyly comic-going 1930s musical has four or five new scenes and Elaine Paige adding to emulate Ethel Merman.

Arts Guide. Vale. Albert Finney plays father and concert pianist son across 35 years, suggesting that talent is a means of escape and a reason for not going back.

Arts Guide. Les Misérables (Broadway). The magnificent spectacle of Victor Hugo's majestic sweep of history and pathos brings to Broadway lessons in generosity and drama.

Arts Guide. November 17-23. new adaptation by Tom Creamer promise to refresh the music. Tokyo Kabuki. At Kabuki-za (541 3151): an opportunity to see two of the best-loved classics of the traditional theatre.

FINANCIAL TIMES

FINANCIAL TIMES

FINANCIAL TIMES

FINANCIAL TIMES

FINANCIAL TIMES

The water flotation is causing headaches among professional investors. "Problem-raising", "complacent", "green", "blissful" are adjectives that spring to the lips of fund managers describing how they feel about the prospect.

It is not that they do not believe the issue will be a success - assuming the final terms to be announced this afternoon are in line with recent indications. "I've been pleased to see the average yield move up to 8.5 per cent. It looks as if the pricing will be perfectly reasonable," said one yesterday. It is more that the industry as an investment has a number of bothersome aspects, even given the compensation built into the price.

Unlike previous privatisations, there are 10 distinct companies in the water industry. Investors will be required, on information which has only limited relevance, to get to know and work out the relative merits of all of them.

Many of the conventional tools for valuing shares just do not apply to the case of the water industry. For instance, given the lack of alternative uses for much of the industry's assets, comparing the asset value with the share price is hardly meaningful. And no one can recall another stock market entrant that was poised to embark on a 10-year capital expenditure programme, worth in aggregate at least £24.6bn.

The overriding concern for investors will probably be the impact of political and regulatory factors, and the interplay between the two, will play in the companies' fortunes.

This is not solely related to the possibility that a future Labour administration might nationalise, principally, concern is focused on what interpretation Mr Ian Byatt, the Director General of Water Services, appointed in September to oversee the industry, puts on his brief. That is to ensure the companies achieve a reasonable return on capital, while protecting the consumer.

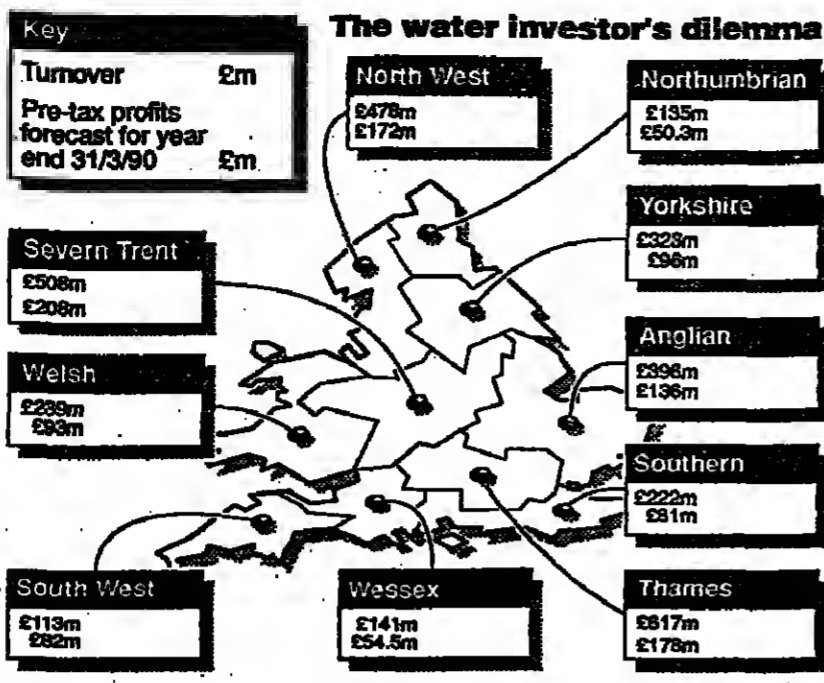
As one fund manager says: "I bet within twelve months there'll be a pensioner on television complaining about the cost of water. That's bound to have more impact than a shareholder complaining about dividends."

However, political pressures are generally seen as more a problem for the long-term than the short-term; that is, before the K factors (which lay down how much above the rate of inflation companies will be allowed to charge their customers) come up for review to 1994, and while the companies are tak-

MOST OBSERVERS believe the cost to the water industry of the flotation will surpass the £20bn which British Steel spent on its flotation a year ago. The figure does not include the Government's own, far greater, costs. Nor does it include the £13m the 10 water companies spent in 1988-89 preparing for the transfer of certain duties to the new National Rivers Authority, nor the £20m spent on their publicised summer advertising campaign. That figure is likely to be

matched by the cost of advertising bought by the Government since then. The complexity of the water flotation makes it so complex that more than 60 different professional companies have been involved, including at least 15 UK and overseas banks, seven firms of lawyers and nine brokers, as well as a troop of public relations agencies, chartered surveyors and engineers. The Government alone has 23 advisers - on everything from valuing property to

Clare Pearson on water flotation prospects ahead of the final terms



The water investor's dilemma

Draughts for the investor

ing on large amounts of debt to fund the capital expenditure programmes. "As the companies start moving into a cash positive position to the late 1990s, I would be more worried," says one fund manager.

As sub-underwriters, the institutions will be receiving shares in the form of packages. The number of shares in the packages will be in the same proportion as those issued in each company. In practice, however, since demand from the public is likely to be greater for some companies than for others, they are unlikely to end up with a perfect weighting in each of the companies.

For instance, Thames, as the largest company and the one covering the London area, may prove attractive to large numbers of both professional and private investors. It could therefore reach expensive price levels in early dealings.

There are facilities available to trade the shares in package form until July 1991, the date of the final instalment payment, although institutions are likely to want to add to holdings in some companies, and get rid of holdings in others, much sooner than that. This means that they will have to evaluate which of the companies they prefer: by no means an easy decision.

That has helped cut the rate for what is usually the most costly element of a privatisation from as much as 0.5 per cent of the total proceeds (British Aerospace, 1981) to as little as 0.05 per cent for the ill-fated BP sale two years ago. Even if the primary underwriters have extracted commission of more than 0.1 per cent on water, rather more than British Steel's 0.071 per cent, the total underwriting and placing fees are unlikely to surpass 0.2bn. That might just keep the

This week investors said they were still uncertain about how to make their choices. "Even after ploughing through about 60 pages of fine print in the pathfinder prospectus on each of the companies, I still haven't had a chance to form much of a view," says one.

There is a consensus view that the key to successful investment in the industry is via scrutiny of the companies' capital investment programmes. This is because those companies that, through efficient operations, spend less than planned on these programmes will be allowed to retain the cash saved, feeding straight through to the profit line. Companies that stand out as having big capital expenditure programmes include North West and Severn Trent.

The benefits of capital expenditure depend upon the companies' management abilities. Usually, it would be possible to look at the historical record of a newly floated company for guidance. But it is not as simple as that in the case of water.

There is a scarcity of analysts in the City able to offer an independent view, due to the large numbers of houses involved in the flotations. Management themselves have been officially gagged from talking about their own companies, rather than the industry as a whole, in recent weeks. And most of all, the historical information available relates to a bygone regime when how the companies performed was virtually at the will of the Government. Some have handled bigger investment programmes than others in the past, but not on the scale now envisaged.

Meanwhile, investors wait to be convinced about the wisdom of diversification programmes as an additional route to better-than-average profits growth. Thames, for instance, plans a rapid programme of diversification, while Northumbrian is considering a joint venture in cable television. Investors need to be convinced that such activities will be well-focused, and will not take management's eyes off the core business.

The private investor, at least if talking a short-term view, need be presented with that of deciding whether to take advantage of the perks available if he buys shares in his local company.

For the professional investor, however, the process of assessing the companies has only just begun. So management would do well to pay particular attention to the quality and quantity of information they provide after dealings begin.

overall costs within the usual range - just over 3 per cent of the gross proceeds. The total cost of selling British Telecom in 1984 was £15.2bn; £1.7bn was spent on British Gas two years later. If water's total costs come to the same £17bn figure, as seems possible, and the total proceeds of the privatisation are set at about £2.5bn this afternoon, the costs will be about 3.3 per cent of the amount raised.

Andrew Hill

Minimum wages

A cautionary tale of north and south

By Richard Layard

In the 1950s, trade unions in the northern US campaigned for equal wages for southern workers. Had they succeeded, the industrial blossoming of the south would have been nipped in the bud.

Today, most northern European countries support "upward harmonisation" of wages in the rest of Europe. If this happens, the industrial blossoming of the European south will likewise be blighted.

There is only one major episode in British history that appears to deny that wages affect employment. This is the Equal Pay Act. In 1974-6, the relative wages of women rose by 15 per cent, and the relative employment of women in each industry was apparently unaffected. However, another measure, the Sex Discrimination Act, which outlawed discrimination by gender in employment. The Act tended to raise the relative job opportunities for women, offsetting the negative effect of equal pay.

There are of course countries where pay is much more equal than in Britain and yet unemployment is lower. Sweden is the clearest example. But there massive resources have been devoted to raising the skill levels of the less able, and further major efforts are made to help the unemployed. In consequence, unemployment is only 1 1/2 per cent. When we have devoted the same resources to reducing unemployment and have got unemployment down to Swedish levels, we might begin to think about wage equalisation. But it would be quite unwise to do so.

Of course, there are those who say that unemployment does not matter. If people cannot be employed at a reasonable wage, they say, it is better that they be unemployed, living on benefits. This argument is misleading on at least four grounds. First, it involves economic waste. Second, it overlooks the effect on a person's self-respect of a prolonged job search while being dependent on benefits. It is bad for people to be in a market where jobs are rationed. In a healthy society, the worker does the employer

as big a favour by working for him as the employer does by providing a job. Third, it assumes that the same people remain on low wages indefinitely, while in fact there is substantial mobility.

Fourth, and most serious, it greatly exaggerates the relation between poverty and low pay. This is because a person's poverty depends on the earnings of all family members relative to the family's size. Thus, it does not necessarily follow that the families of the low paid are poor. Neither is the reverse true.

Suppose, for example, that we define as working poor those workers whose families are in the bottom 10 per cent of income per family member. And we define as low-paid those workers in the bottom 10 per cent of hourly earnings. What is the overlap between these two groups? Very little. Only one in five of the working poor are low-paid, and vice versa.

It follows that reducing low pay will have quite small effects on the overall distribution of income. Some poor people will gain, but some will lose through increased unemployment.

Fewer has to be attacked by fiscal measures and not by a minimum wage, which will leave it largely untouched. There has to be a much more generous Family Credit. Furthermore, the take-up of Family Credit has to be made universal through an automatic system of taxes and benefits paid through the wage packet.

Those who advocate a minimum wage point out that many employers favour it. Of course, there are those who say that unemployment does not matter. If people cannot be employed at a reasonable wage, they say, it is better that they be unemployed, living on benefits. This argument is misleading on at least four grounds. First, it involves economic waste. Second, it overlooks the effect on a person's self-respect of a prolonged job search while being dependent on benefits. It is bad for people to be in a market where jobs are rationed. In a healthy society, the worker does the employer

as big a favour by working for him as the employer does by providing a job. Third, it assumes that the same people remain on low wages indefinitely, while in fact there is substantial mobility. Fourth, and most serious, it greatly exaggerates the relation between poverty and low pay. This is because a person's poverty depends on the earnings of all family members relative to the family's size. Thus, it does not necessarily follow that the families of the low paid are poor. Neither is the reverse true. Suppose, for example, that we define as working poor those workers whose families are in the bottom 10 per cent of income per family member. And we define as low-paid those workers in the bottom 10 per cent of hourly earnings. What is the overlap between these two groups? Very little. Only one in five of the working poor are low-paid, and vice versa. It follows that reducing low pay will have quite small effects on the overall distribution of income. Some poor people will gain, but some will lose through increased unemployment. Fewer has to be attacked by fiscal measures and not by a minimum wage, which will leave it largely untouched. There has to be a much more generous Family Credit. Furthermore, the take-up of Family Credit has to be made universal through an automatic system of taxes and benefits paid through the wage packet. Those who advocate a minimum wage point out that many employers favour it. Of course, there are those who say that unemployment does not matter. If people cannot be employed at a reasonable wage, they say, it is better that they be unemployed, living on benefits. This argument is misleading on at least four grounds. First, it involves economic waste. Second, it overlooks the effect on a person's self-respect of a prolonged job search while being dependent on benefits. It is bad for people to be in a market where jobs are rationed. In a healthy society, the worker does the employer

LETTERS

London loses out

From Mr Tony Travers. Sir, The director of the Mercantile Chamber of Commerce is concerned because the effects of the Uniform Business Rate (UBR) and the rating revaluation, which will result in lower rate bills for many businesses in the north of England, will not flow immediately (Letters, November 14).

The reason for this gradual move to lower rate bills in the north is because of the Government's view that losers - predominantly in the south - should be protected. Far and away the biggest losses will occur in inner London. The most recent Inland Revenue survey estimates that an extra £600m will eventually have to be paid. Much of this loss will be concentrated in the City, Westminster, Kensington and Chelsea, and Wandsworth.

Two separate changes are about to happen. First, all non-domestic ratepayers will in future pay a single, common rate poundage. Second, this poundage will be based on a revalued rate base. Businesses will gain where their current rate poundage is relatively high and/or where their increase in rateable value is relatively low. Conversely, there will be a loss where the existing poundage is relatively low and/or where the increase to rateable value is high.

The Inland Revenue survey showed the estimated long-term losses for outer London as £60m, and for inner

Sardines could travel sensibly

From Mr David Sowers. Sir, One rather surprising omission from Michael Prowse's plea on behalf of the London Traveller ("Sardines Want Change," November 14) was any discussion of the role of the price mechanism.

Present fares in London must be below long-run marginal cost, and for many travellers, the short-run marginal cost is zero because they use a travel card (which permits unlimited travel within a specified period).

Both features of the price structure will encourage travel. The travel card was introduced to increase use of the London transport system at a time when it was being under-used, and it does not make a great deal of sense to retain cards now that the system is overloaded.

Charging less than long-run marginal cost probably does more to increase use of the system by giving misleading signals to travellers and to employers about the cost of travel to and around London, it may well raise employment and construction in London.

If this activity would otherwise have taken place in less congested parts of the UK, the subsidised fares will reduce the efficiency of the UK economy by encouraging activity in an area where costs are high.

Investment in transport facilities for London ought ideally to be appraised on the

Manufacturing measurements

From Mr Keith Wade. Sir, Andrew Glyn's "Extraordinary contrasts" (November 8) are based on data which produce an unduly pessimistic view of UK manufacturing.

The National Accounts measure of the manufacturing capital stock fails to take account of the accelerated rate of capital scrapping which followed the 1970s oil shocks. This causes the Central Statistical Office (CSO) to overestimate the current level of the capital stock - and therefore underestimate the impact of investment on its growth rate. More importantly, assessing productive potential on the basis of the measured capital stock assumes all investment is equally efficient.

Confederation of British Industry survey responses suggest that the UK's manufactur-

MAXWELL ESPINOSA

RESEARCH - LED

ON SPAIN

FROM SPAIN

at Institutional Investor Conference
Grosvenor House, London

TODAY

MAXWELL ESPINOSA

MAXWELL Y ESPINOSA, AGENCIA DE VALORES, S.A.
PASEO DE LA CASTELLANA 40-BIS
Telephone: Dealing 341-577 0763; Research 341-577 4261; 341-577 0775

UK nuclear power policy

From Mr D.A. James. Sir, David Fishlock (November 10) mentions the Central Electricity Generating Board's generation design and construction division as a possible root cause of the troubles of Britain's nuclear industry. A deeper cause is that successive UK governments since the 1950s have failed to provide the continuity of policy which would have allowed a healthy industry to develop.

Apparent single-minded continuity of policy was experienced by the French nuclear industry; the lead Britain had in the late 1950s was thrown away. Doubtless the French were motivated (at least in part) by modest coal resources and no indigenous oil.

Withdrawal of the remaining UK nuclear stations from the sale of the electricity supply

London loses out

From Mr Tony Travers. Sir, The director of the Mercantile Chamber of Commerce is concerned because the effects of the Uniform Business Rate (UBR) and the rating revaluation, which will result in lower rate bills for many businesses in the north of England, will not flow immediately (Letters, November 14).

The reason for this gradual move to lower rate bills in the north is because of the Government's view that losers - predominantly in the south - should be protected. Far and away the biggest losses will occur in inner London. The most recent Inland Revenue survey estimates that an extra £600m will eventually have to be paid. Much of this loss will be concentrated in the City, Westminster, Kensington and Chelsea, and Wandsworth.

Two separate changes are about to happen. First, all non-domestic ratepayers will in future pay a single, common rate poundage. Second, this poundage will be based on a revalued rate base. Businesses will gain where their current rate poundage is relatively high and/or where their increase in rateable value is relatively low. Conversely, there will be a loss where the existing poundage is relatively low and/or where the increase to rateable value is high.

The Inland Revenue survey showed the estimated long-term losses for outer London as £60m, and for inner

Sardines could travel sensibly

From Mr David Sowers. Sir, One rather surprising omission from Michael Prowse's plea on behalf of the London Traveller ("Sardines Want Change," November 14) was any discussion of the role of the price mechanism.

Present fares in London must be below long-run marginal cost, and for many travellers, the short-run marginal cost is zero because they use a travel card (which permits unlimited travel within a specified period).

Both features of the price structure will encourage travel. The travel card was introduced to increase use of the London transport system at a time when it was being under-used, and it does not make a great deal of sense to retain cards now that the system is overloaded.

Charging less than long-run marginal cost probably does more to increase use of the system by giving misleading signals to travellers and to employers about the cost of travel to and around London, it may well raise employment and construction in London.

If this activity would otherwise have taken place in less congested parts of the UK, the subsidised fares will reduce the efficiency of the UK economy by encouraging activity in an area where costs are high.

Investment in transport facilities for London ought ideally to be appraised on the

MAXWELL ESPINOSA

RESEARCH - LED

ON SPAIN

FROM SPAIN

at Institutional Investor Conference
Grosvenor House, London

TODAY

MAXWELL ESPINOSA

MAXWELL Y ESPINOSA, AGENCIA DE VALORES, S.A.
PASEO DE LA CASTELLANA 40-BIS
Telephone: Dealing 341-577 0763; Research 341-577 4261; 341-577 0775

PlanScan - manipulating maps 0845 22444

FINANCIAL TIMES COMPANIES & MARKETS

Wednesday November 22 1989

OVERSEAS MOVING BY MICHAEL GERSON 01-446 1300

INSIDE

Missing out on the party

There has been a notable absentee from the list of continental European institutions which have bought many of London's best-known fund management companies in recent months.

Unrest in the Regina hive

The queen bee has left the hive, delivering Regina Health & Beauty, the manufacturer of royal jelly, firmly into the hands of the financial men.

Harvest in crisis

Six weeks into the Ivory Coast's cocoa harvest, the season is running a month behind schedule.

Hurdle for the Brady Plan

An important potential problem with the plan to deal with developing country debt launched by US Treasury Secretary Nicholas Brady (left) is that banks are expected to participate voluntarily in debt-reduction of new money arrangements.

Monument to growth

Monument Oil and Gas, the fast-growing UK independent oil company, is to double in size with the \$24.7m acquisition of Fenown Energy from its joint owners, Kleinwort Benson and Hanson.

Market Statistics

Table with 2 columns: Base lending rates, Benchmark Govt bonds, European options etc.

Companies in this section

Table listing companies like Amber Industrial, Anglo Irish Bank, Apollo Metals, Avon Products, BAA, Bencalre, Chemical Methods, Christie Group, City of London FR, Control Techniques, Cosalt, DAF, Deutsche Bank, Dorbyl, F & C Eurotrust, Georgia Gulf, Gibson Lyons, Harwell, Hoag Robinson, Horsham, ICI Australia, Inti Media Communications, Kofu, Laidlaw Transport, Metro Radio.

Chief price changes yesterday

Table with 2 columns: FRANKFURT (DM), PARIS (FF), showing price changes for various stocks.

New York prices at 12.30pm

Table with 2 columns: LONDON (Pence), showing prices for various stocks like AHH, BHP, BP, etc.

Finns in £263m agreed bid for UK Paper

By Maggie Urry in London

METSÄ-SERLA, a leading Finnish forest products group, yesterday announced an agreed £263m (£410m) takeover bid for UK Paper, the British paper maker.

Mr Tom Wilding, UK Paper's chairman, explained that the group had had discussions with a number of possible bidders over the last six months or so.

Mr Wilding said the board had done "a damn good job for shareholders" in negotiating the \$30p price, but he did not rule out the possibility of a counter-bid.

UK Paper specialises in fine papers, while Metsä-Serla makes pulp, paper, paper products, chemicals and building products.

but it is expected to receive planning permission for a business park which will increase its value.

BAA wins assurance on golden share

By Paul Betts and Ray Bashford in London

BAA HAS received a written undertaking from Mr Cecil Parkinson, the Transport Secretary, that the British Government will not abandon the special (golden) share that protects the former British Airports Authority from hostile takeover.

Sir Norman Payne, BAA's chairman, said yesterday that the group had sought the assurance after the Government's decision to waive its special share in favour of a £1.4m move which last month opened the way for a takeover of the British car group by Ford of the US.

Sir Norman said Mr Parkinson had distinguished between Jaguar and BAA in his letter because the Government believed it needed to retain a special share in BAA to safeguard airports, which could become strategically important during a time of national crisis.

BAA's other two airports, including Heathrow, Gatwick and Stansted near London. These three were the main contributors to the company's 17.7 per cent rise in pre-tax interim profits from £158m (£246.5m) to £188m.

The company's airports are using the airports' 4.1 per cent to 39.3m. Despite this overall growth in passenger numbers, Gatwick suffered under the general decline in the short-haul charter market, which has slowed as people have been forced by higher interest rates to make alternative holiday arrangements.

The Jaguar takeover focused attention on other privatised companies in which the Government holds a golden share.

Speculation about BAA's future was heightened by the building of a 6.1 per cent stake in the airport group by ADT, the electronic security and car auction group.

Sir Norman also disclosed that BAA had decided to postpone plans for a £200m expansion of Heathrow Airport before taking a decision on a new terminal expected to cost about £100m.

He again declined to comment on the resignation last August of Mr Jeremy Marshall as chief executive. However, he said he expected to announce a replacement early next year.

Luft leaves Nixdorf in the twilight zone

Andrew Fisher and Alan Cane on the uncertainty facing the West German computer group

The departure of Mr Klaus Luft, who resigned unexpectedly on Monday as chief executive of the long-running Nixdorf group, heralds a new era of uncertainty and perhaps a loss of independence for the West German computer concern, once considered the brightest star in the European computer firmament.

year, Nixdorf made a pre-tax loss on normal operations of DM60M. Mr Arno Bohn, the marketing director, resigned, taking some of the blame for the downturn.

Mr Luft, however, cannot be blamed for the technological revolution which is undermining the structure of the world computer industry and which has wrought havoc in the fortunes of virtually every minicomputer manufacturer.



Bohn, who shared responsibility for the group's acute sales problems and was a younger rival of Mr Luft, was forced to leave.

There is speculation that, ironically, it could be interested in Nixdorf's fledgling telecommunications activities.

His going is all the more surprising because the company had recently been indicating that after heavy losses over the past 18 months, it seemed firmly on the path to recovery.

A grimmer than expected picture is now beginning to emerge of the scale of Nixdorf's problems. Former Nixdorf managers - the company has recently seen the departure of a number of top sales staff - say that Mr Luft had not only lost the confidence of shareholders through consistently falling to air the facts, but also lost esteem among the workforce.

Mr Luft, however, cannot be blamed for the technological revolution which is undermining the structure of the world computer industry and which has wrought havoc in the fortunes of virtually every minicomputer manufacturer.

Before this can happen the company's shareholders and bankers will need a better picture of the extent of Nixdorf's problems, and what changes need to be made and how much it will cost to set the company back on a course to profitable growth.

The senior management at Nixdorf was slow to realise its predicament. "Management controls" said Mr Adrian Brummitt, an analyst with Bank in the City, in Frankfurt. "They were hardly ever in place. It was a very lax, do-it-yourself, free-wheeling organisation that was

fine as long as things were going well. Nixdorf was not geared for a downturn in the sense of controls and management rights."

Tarmac forecasts fall in profits

By Andrew Taylor in London

THE share price of Tarmac, Britain's biggest housebuilder, plunged on the London Stock Exchange yesterday after the group said pretax profits would fall this year because of the sharp drop in UK house sales.

Other leading UK housebuilders also fell, with Wimpey declining to 250p, and Woodrow by 5p to 257p and Barratt by 5p to 165p.

The country's biggest, have announced redundancies and plans to close kilns until demand recovers.

Stockbrokers expecting 1989 profits to rise from \$932m (\$674m) to between \$410m and \$420m immediately reduced their forecast to about \$370m. Profits are expected to fall even further next year with forecasts ranging from \$225m to \$260m.

Brokers said the severity of the downturn in the housing market had been generally discounted but Tarmac's announcement caught them by surprise. The group until two months ago had been optimistic of repeating, within 5 per cent, last year's sales of 12,165 houses.

Bank base rates in Britain have doubled from 7.5 per cent to 15 per cent since May 1988. Worst hit have been home owners in south east England where sales reservations by house purchasers since bank base rates rose by a further one percentage point at the beginning of October.

Tarmac said there had been a big increase in cancellations and reservations by house purchasers since bank base rates rose by a further one percentage point at the beginning of October.

The sharp fall in UK house sales has led to falling material producers. Several large brick makers, including London Brick

and the monthly cost after tax relief of an average home loans to £48,500 in south east England has risen from £467,58 to £581,08 since May last year.

Warburg figures surprise City

By David Lascelles in London

S G WARBURG, one of the UK's leading investment banking groups, surprised the City of London yesterday by announcing it had more than doubled its profits in the first half of its current financial year.

One weak spot was the fixed interest division, where profits were low, though Warburg finally managed to make money on its gilt-edged dealing.

As one of the largest integrated investment banks to have been spawned by the restructuring of the City in the Big Bang in 1986, Warburg's results are a closely watched bellwether in the City.

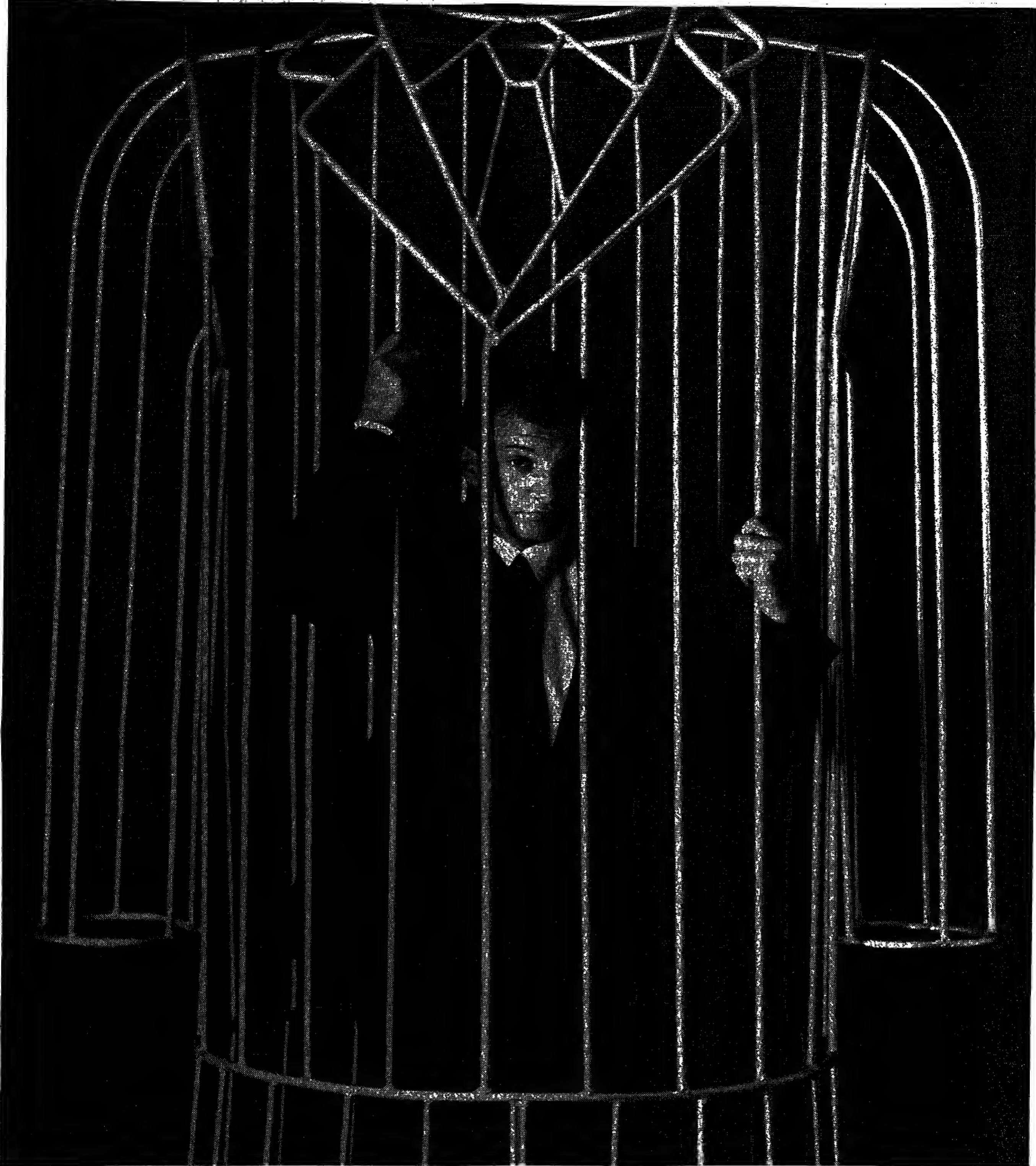
The result far exceeded expectations, and produced a sharp rise in the group's share price. But by the close, the shares had fallen back again, to finish with a net gain of only 2p at 437p.

As one of the top advisers in mergers and acquisitions, Warburg has collected fees on virtually every big UK deal this year, including the £2bn bid by Isosceles for Gateway, the leading UK stores group. That deal alone probably contributed close to £20m to the result.

Warburg also expanded its treasury and money markets operations, and the financing and equity divisions performed well.

LONDON'S MOST COMPLETE FOREIGN EXCHANGE AND MONEY MARKET OPERATIONS CAN BE FOUND AT THE SAME ADDRESS.

For most people a quick glance at our trading floors would be sufficient for them to realize that they're looking at the most complete foreign exchange and money market operation in London. But it's not just the scale of the operation that gives us this position. It's the range of products and services we can offer. We have a global network, and equally strong national network that puts us right at the front of the investment banking market. It will be the combination of established solutions, the continuous search for innovative products and creative implementation that will ensure we stay there. But there is one more thing we can offer that we would not be complete without - individual service: whether it's covering a foreign exchange exposure, or arranging the most complex swap/optio deal. It's a refreshing thought that to the age of information technology the customer still comes first. If you'd like to know more about us, ring Tim Goode on 01-260 0166. Midland Montagu Treasury Sales. 10, LOWER THAMES STREET LONDON EC3R 6AE. TEL: 01-260 0600.



Liberation for young men trapped in the City.

If you're thinking of leaving the City, it's possible you haven't given a career in the Army a second thought.

What, after all, does life in the office have in common with life as an officer?

Surprisingly enough, your experience in the money markets is most appropriate.

You'll be expected, for example, to make quick decisions under pressure.

Only this time the stakes will be higher.

(No commodity on earth could be as valuable as the lives of your men.)

Despite the similarities, the Army offers very different challenges from a City career. As well as very different rewards.

You certainly won't be spending so much time behind a desk. And travel opportunities will extend a lot further than a monthly Capitalcard.

You should be between 18 and 25 with the equivalent of two A levels or a Degree.

If you'd like to know more, fill in the coupon or phone on 0800 555 555. And find out how to make the break.

Send to Major John Floyd, Army Officer Entry, Freepost 4385, Dept. 0133, Bristol BS1 3YX.

Full name _____
 Address _____

 Postcode _____
 Date of Birth _____
 Nationality _____



The Armed Forces are Equal Opportunity Employers under the terms of the Race Relations Act 1976.

INTERNATIONAL COMPANIES AND FINANCE

Lowering of tax rate boosts ICI Australia

By Chris Sherwell in Sydney

LOWER corporate tax rates helped ICI Australia, the 82.5 per cent-owned subsidiary of the UK multinational, to an 11 per cent rise in after-tax profit for the year to September.

Overseas demand lifts Sony 30.4%

By Stefan Wagstyl in Tokyo

SONY, the Japanese consumer electronics company, yesterday reported a 30.4 per cent increase in consolidated interim pre-tax profits to ¥88.7bn (¥614.1m), due to strong demand in all its divisions, particularly in overseas markets.

Sales for the six months to the end of September rose 23.6 per cent to ¥1,228bn.

A strong performance in Europe, where sales were up 30.3 per cent, and to the US (up 26.5 per cent) offset a more modest 16 per cent increase in domestic sales.

The biggest gains were recorded by the "other products" division, which includes Sony's floppy disk drives, where sales increased 26.1 per cent to ¥191bn.

Operating profits were 55.4 per cent higher at ¥114bn. The increase at the pre-tax level was lower because of bigger foreign exchange losses and financial expenses, including

the cost of a share issue. A sharp increase in income from consolidated companies, including overseas subsidiaries, boosted the net figure to ¥49.1bn, an increase of 68.1 per cent.

Earnings per share were 53.2 per cent higher at ¥161.2. Sony increased its interim payout 12 per cent to ¥25.

The results do not include any contribution from Columbia Pictures Entertainment, the film and television studio which Sony has bought in a \$2.4bn deal completed early this month.

Sony said its operating environment was difficult to forecast because of the uncertainty in the US economy and in exchange rates as well as intensifying price competition.

The Sony parent company, which mainly covers operations in Japan, including exports, reported a 22.2 per cent increase in sales to ¥720bn and 32.8 per cent increase in pre-tax profits to ¥41.5bn.

Pickens call for bigger payout rejected

By Stefan Wagstyl

KOITO Manufacturing, the Japanese car lights company to which Mr T. Boone Pickens, the Texan corporate raider, has taken a stake, yesterday rejected his demand for a dividend increase.

Koito, announcing its parent company results for the six months to the end of September, said the interim payout would be unchanged at ¥4.

Boone, an investment company headed by Mr Pickens, had asked for an increase to ¥7, which would be paid out of a windfall profit Koito made during the year from a stock market transaction.

The ¥1.1bn (\$7.6m) profit came from Azabu Motor, a company headed by Mr Kitaro Watanabe, a Japanese stock market investor. Azabu was forced to pay to Koito profits it had made from dealing in Koito shares, because it had broken Japanese securities trading.

Azabu subsequently sold substantial stakes to Boone, which holds 26 per cent of Koito. Koito posted a slight increase in six-month sales and pre-tax profits to ¥87.6bn from ¥83.6bn and ¥2.77bn from ¥2.73bn respectively.

Bank funds keep Qintex operating

NEWLY appointed receivers and managers at Qintex Australia have obtained bank funding to allow the television and resorts group to continue operating while the best prices are sought for its assets.

The Victorian Supreme Court placed Qintex Australia and 27 associated companies in voluntary receivership yesterday, after a group of ten banks agreed not to oppose the move.

Mr Christopher Skase, the entrepreneur who built up the Qintex empire, had sought a court-appointed receiver because some of the banks looked like appointing receivers themselves, which would have posed problems.

Mr Skase's action had the effect of protecting the interests of all creditors and shareholders, including himself. However, it also marked the end of his meteoric business career, which began in the mid-1970s after stockbroking and financial journalism.

The court made Mr David Crawford and Mr John Alpness, the accounting firm Peat Marwick Hungerford, receivers and managers for six months, and gave them powers to run the companies - including the right to hire and fire staff, sell assets and borrow funds.

The decision allows the Qintex group to continue trading and broadcasting - without simultaneously raising the awkward question of whether the group's television licences had been rendered invalid or

changed ownership. Mr Crawford said yesterday Mr Skase would retain an advisory role, as he "intimately knows the group and I believe it will be essential to call upon his experience and expertise to assist in the administration."

On the group's future, Mr Crawford said a "significant asset disposal programme" had to be implemented. But he insisted there would be no "fire" [forced] sales and funding had been arranged to carry

reported to be interested in the television network. Qintex's Adelaide television station and its two Queensland regional stations are already on the market, but Mr Skase hoped to hang on to the larger metropolitan stations. Mr Crawford insisted yesterday he had "no preconceived ideas" about whether some or all Qintex assets would be sold off.

He faces a difficult local climate in making his sales. The recent disposal of the Channel Ten network has seen the market value of television stations plummet, while Australia's tourism prospects, though attractive, have weakened in the wake of the 1988 bicentenary celebrations and the domestic pilots' dispute.

Mr Skase has said he would sell his 51 per cent controlling interest in the resorts to help meet his cash-flow problems. Two Japanese investors - Mitsui and Nippon Shinyaku - hold the remaining 49 per cent, and are thought to have pre-emptive rights over the rest.

Dr Tony O'Reilly, the Irish head of Betaz in the US, who already owns a chain of provincial newspapers to Australia, and Mr Kerry Stokes, the West Australian entrepreneur are

shortfall, Mr Crawford is said to have preferred the option of a debt moratorium or receiver liquidation. But two of the banks - said by Qintex to be Barclays and the Commonwealth Bank - refused, and documentation was impossible to prepare in time. Complicating the position further was Mr Skase's surprise revelation that, since August 1988, some A\$42m had been paid in management fees and expenses to a company controlled by himself and his senior executives. He said the practice had gone on for 14 years.

Under pressure from the National Companies and Securities Commission, Australia's share market watchdog, Mr Skase agreed last week to allow shareholders a chance to approve the payments at a meeting. That is still expected to go ahead, and it is an open question whether the sums will have to be repaid.

In a related development yesterday, the Australian Stock Exchange demanded a response from Qintex to its repeated requests for information about the status of the group in order to ensure an informed market.

The exchange, irritated by the failure to give detailed responses, last month suspended from trading both Qintex Australia and its parent company Qintex Ltd. Last night it received formal notification of the receivership.

Chris Sherwell on moves to salvage something from the wreckage of the Qintex empire and the end of the meteoric business career of Christopher Skase, the entrepreneur

the group well into next year. Qintex's principal assets are the Channel Seven commercial television network and the Mirage luxury resorts - two in Queensland, a third to be prepared in Hawaii and a property to California.

Mr Skase has said he would sell his 51 per cent controlling interest in the resorts to help meet his cash-flow problems. Two Japanese investors - Mitsui and Nippon Shinyaku - hold the remaining 49 per cent, and are thought to have pre-emptive rights over the rest.

Dr Tony O'Reilly, the Irish head of Betaz in the US, who already owns a chain of provincial newspapers to Australia, and Mr Kerry Stokes, the West Australian entrepreneur are

Fletcher Challenge to reduce dividend

By Terry Hall in Wellington

FLETCHER CHALLENGE, New Zealand's international forestry, construction and pastoral group, should earn a similar profit to last year's record NZ\$563m (US\$585.1m) so long as it makes no asset sales or major acquisitions in the current year, Sir Ron Trotter, chairman, said yesterday.

The company also expects to pay a reduced dividend and as a result of the flat earnings there would be a decline in earnings per share, he told about 2,500 shareholders at the annual meeting.

Net earnings per share rose 6.9 per cent last year, from 80.4 cents to 85.5 cents. The forecast on reduced earnings per share is the first negative one Sir Ron has made since the company was formed in 1982.

Sir Ron said making a forecast this year was more difficult than usual as the world was waiting for the economic impact of recent developments in Europe and China, and the slowing of growth in the US, UK and Australia.

In addition, increases in supply of some of Fletcher's key products make the price outlook uncertain.

Sir Ron, however, was optimistic about the future and said there was no doubt the

New Zealand economy was recovering. "The outlook for the farm sector was better than for many years," he said.

The rural bank bought some months ago would be a sound profitable investment, returning about NZ\$70m, net of the financing costs.

Lower prices for newsprint and methanol would have a significant effect on earnings and the ongoing waterfront dispute would have an impact on earnings in the first half.

Production of market kraft pulp at the mills in Kawerau and Crofton in Canada was down because of the expansion programmes during the year. Fletcher Challenge had strengthened its base geographically and by product line, he said.

Mr Hugh Fletcher, chief executive, said the company wanted to buy enough crown forest lands in the forthcoming round of sales to supply the Tasmanian pulp and paper mill. The estimated cost of the forests would be about NZ\$400m.

Sir Ron said overseas equity ownership of Fletcher Challenge was increasing with about 25 per cent of the company now owned offshore. The company would continue to encourage that process.

Sir Ron decides to stay on at IEL

SIR RON Brierley, the New Zealand financier who founded Industrial Equity, the Australian investment concern, has decided to stay a director of the company, although control fell to a rival entrepreneur last

week. APJM reports. Sir Ron is to be replaced as IEL chairman by Mr John Spalvins, managing director of Adelaide Steamship, which last week acquired 51 per cent of IEL in a takeover offer.

THE KINGDOM OF BELGIUM

U.S. \$100,000.000 FLOTTING RATE BONDS DUE NOVEMBER 1989

In accordance with the provisions of the Bonds, notice is hereby given that the rate of interest for the seventh interest period from the 22nd November, 1988 to 21st May, 1990 has been fixed at 8.1875 per cent per annum.

Interest payable on each US \$250,000 of the relevant interest date, 21st May, 1990 will be US \$10,234.38.

MISSION INTERNATIONAL FINANCE (NETHERLANDS) B.V.

U.S. \$10,000,000 Floating Rate Notes 1991

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the period 21st November, 1989 to 21st May, 1990 has been fixed at 9.0125 per cent per annum.

BARCLAYS UNI-AMERICAN GROWTH TRUST

NOTICE IS HEREBY GIVEN of the fourteenth income distribution (including equalisation where applicable) for the period 1st October 1988 to 30th September 1989, gross income totalled US 97.29 cents per share, from which certain withholding taxes outside Jersey have been deducted together with the management fee.

COUPON NO. 14 at the rate of US 45.06 cents per share is payable on or after 15th November 1989.

Coupons should be detached from Share Certificates and presented for payment at the office of any of the Paying Agents named below, and left for three days examination. Coupon listing forms may be obtained from the Paying Agents. COPIES OF THE REPORT for the period ended 30th September 1989 will be available to share holders at the offices named below.

- The Hongkong and Shanghai Banking Corporation, P.O. Box 59, Banker Street, Singapore, NEGARA BRUNEI DARUSSALAM.
Banque Internationale à Luxembourg S.A., Boite Postale 2205, 2 Boulevard Royal, LUXEMBOURG.
Mid-Med Bank Limited, Savings Office, 233 Republic Street, Valletta, MALTA.
Bank of Nassau, P.O. Box 289, NAIJRU.
Barclays de Zoete Wadd, Netherland NV, Postbus 160, 1000 AD, Amsterdam-C, NETHERLANDS.
Australia & New Zealand Banking Group Limited, P.O. Box 1896, Wellington, NEW ZEALAND.

BARCLAYS BARCLAYS UNICORN INTERNATIONAL (CHANNEL ISLANDS) LTD.

Advertisement for Chemical Banking Corporation. All of these securities having been sold, this advertisement appears as a matter of record only. 16,100,000 Shares Common Stock (par value \$12 per share) 3,450,000 Shares 12,650,000 Shares. Lists various financial institutions and agents.

INTERNATIONAL CAPITAL MARKETS

Regulatory pressures and the Brady plan

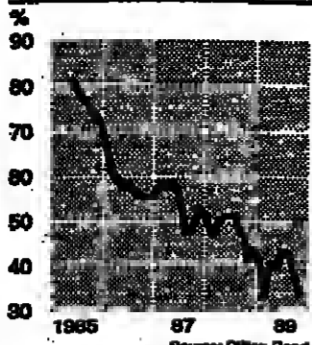
Stephany Griffith-Jones and Roy Culpeper on the outlook for the US's debt initiative

An important potential problem with the Brady Plan is that banks are expected to participate voluntarily in debt reduction or new money arrangements.

The US Treasury Secretary, Mr Nicholas Brady, stressed when launching his plan that "credit governments should consider how to reduce regulatory, accounting or tax impediments to debt reduction where these exist."

However, the fact that full tax incentives are already provided at the time of provisioning implies there is no tax incentive to accept debt or debt service reduction.

Secondary market price for Mexican debt



ensure that sufficient (but not excessive) levels of provisioning are maintained; however, when a certain level of debt or debt service reduction is agreed between a country and the International Monetary Fund/World Bank, banks can maintain their tax concessions only if they participate in the debt or debt service reduction exercise.

BACOT-ALLAIN-FARRA, the French stockbroking affiliate of the UK's S. G. Warburg group, has set up a subsidiary to deal in French government securities, writes George Graham.

often inhibits the search for innovative solutions, particularly in some European countries.

Provisioning policy itself can also be used to steer banks towards a particular line or course of action.

Trade credit is an essential lubricant for international trade and its effective functioning should be isolated as much as possible from the international debt problem.

Rhône-Poulenc issue priced at FF465. A small fixed annual payment gives the non-voting securities the tax advantages of participating shares for the issuer, but most of the payment is related to company profits.

Treasuries move narrowly ahead of Thanksgiving

By Janet Bush in New York and Deborah Hargreaves in London

US TREASURY bonds were narrowly mixed in quiet trading at yesterday's midsession after news that consumer prices rose by 0.5 per cent in October.

The benchmark long bond was quoted a point lower at 101.3252.

GOVERNMENT BONDS

midsession while medium-maturity maturities were quoted around a point higher.

Despite the fact that yesterday's release is rather worrying for the bond market, the reaction to the figures was muted, with many traders unwilling to take new positions prior to the Thanksgiving holiday tomorrow, when markets are closed, and Friday, when few people come back to work.

BENCHMARK GOVERNMENT BONDS table with columns for Coupon, Red Date, Price, Change, Yield, Week ago, Month ago.

London closing, denotes New York morning session. Yields: Local market standard. Prices: US, UK in 32nds, others in decimals.

earlier New York high of DM1835. Fed funds continued to trade between 8 1/2 per cent and 8 3/4 per cent.

THE UK gilts market enjoyed a softly undulating day yesterday as a period of consolidation followed Monday's squeeze. Gilt prices were slightly erratic as pressure continued on sterling, but there was not enough activity in the market to create any severe chopiness.

Tokyo postpones special members plan. THE TOKYO Stock Exchange (TSE) has postponed indefinitely discussion of a plan to introduce special memberships and wait until the approval process for new regular members, Mr Minoru Nagasaki, exchange chairman, told a news conference in Tokyo, Benter reports.

VW takes DM1bn credit through Deutsche Bank

VOLKSWAGEN is establishing a DM1bn seven-year, multi-currency revolving credit facility through a Deutsche Bank subsidiary, Reuters reports from Frankfurt.

Bacot-Allain sets up arm

BACOT-ALLAIN-FARRA, the French stockbroking affiliate of the UK's S. G. Warburg group, has set up a subsidiary to deal in French government securities, writes George Graham.

Rhône-Poulenc issue priced at FF465

AN international issue of participating shares with warrants for the French state drugs and chemicals group, Rhône-Poulenc, was priced yesterday by Sibson & Co.

FT-actuarial share indices

These indices are the joint compilation of the Principal Trustees, the Institute of Actuaries and the Faculty of Actuaries

Table of FT-actuarial share indices for Tuesday November 21 1989, listing various equity groups and their performance.

FIXED INTEREST

Table of fixed interest rates and yields, including average gross redemption yields for various terms.

LONDON MARKET STATISTICS

Table of RISES AND FALLS YESTERDAY, listing British Funds, Corporations, and other market movements.

LONDON RECENT ISSUES

Table of LONDON RECENT ISSUES, listing various stocks and their prices.

FIXED INTEREST STOCKS

Table of FIXED INTEREST STOCKS, listing various fixed interest securities.

RIGHTS OFFERS

Table of RIGHTS OFFERS, listing various rights issues and offers.

TRADITIONAL OPTIONS

Table of TRADITIONAL OPTIONS, listing various options and their prices.

LONDON TRADED OPTIONS

Large table of LONDON TRADED OPTIONS, listing various options and their trading volumes.

Additional Index 2172.5, 10 am 2175.1, 11 am 2180.3, Noon 2175.4, 1 pm 2177.3, 2 pm 2177.4, 3 pm 2178.1, 3.30 pm 2176.8, 4 pm 2179.9

UK COMPANY NEWS

Boost from increased passenger traffic and property activities BAA advances 17.7% to £186m

By Ray Sashford

BAA, formerly British Airports Authority, reported pre-tax profits of 17.7 per cent during the six months to September 30...

controls will be achieved by the beginning of 1993. About one-half of turnover from duty free income is derived from intra-EC traffic...



Sir Norman Payne: European harmonisation unlikely by 1993

Sedgwick beats City forecasts with £75m

By Patrick Cockburn

SEDGWICK GROUP, the international insurance broker, exceeded market expectations by raising pre-tax profits from £70.5m to £75.3m for the first nine months of 1989.

Investment income and reserves increased by £7m to £44.9m. Revenue growth is lower than the 5.3 per cent seen in the first half partly because Sedgwick's Lloyd's members agencies have already produced their results.

Boardroom differences prompt Regina chief to quit the hive

By Katharine Campbell

THE QUEEN BEE has left the hive, delivering Regina Health & Beauty, the manufacturer of royal jelly, firmly into the hands of the financial men.

the year to June 30, pre-tax profits inched up a mere 5 per cent to £754,000, as administrative expenses more than doubled to £2.2m...

chairmanship I believe the full potential for the company can be realised. Meanwhile, budget pruning has included staffing levels cut by a third, and a general cut-back in expenses...

Hogg Robinson slides to £6.6m

By Ray Sashford

THE STORM that has engulfed the package travel business forced a slide in pre-tax profits at Hogg Robinson during the six months to September 30.

firm to £29.7m (£27.6m). The current half includes the weak winter months during which the impact of higher interest rates will intensify.

estate business, the group returned pre-tax profits of 5m. The transport division lifted its contribution to group pre-tax profits by 24 per cent to £1.6m (£1.3m) with Continental Cargo, the trailer company, returning what Mr Perry described as an "excellent result."

Narborough Plants up to £359,000

By Ray Sashford

Narborough Plantations lifted pre-tax profits from £306,000 to £359,000 in the year to June 30.

The net asset value of F & C Eurotrust improved from 239.3p to 340.6p over the 12 months to end-September.

Small holders accept as offer for Rothmans is declared unconditional

By Nikki Tait

PROVING THAT it never pays to pre-empt private investors, 53 small shareholders have joined Philip Morris, the US tobacco and food conglomerate, in accepting the offer by Richemont, the Swiss-based group controlled by the South African Rupert family, for Rothmans International.

York increases preference issue for acquisition

A fall in the share price of York Trust has provoked a change in the "earnout payments" in relation to the acquisition of Babcock & Brown (UK), the money broking group.

York paid an initial £13m satisfied by the issue of a mix of convertible preference and ordinary shares. A further payment was to be made if pre-tax profits at B&B topped £3.4m in the year to end-March 1989.

SW Wood plunges £1.9m into the red

By Vanessa Houlder

SW WOOD, the metal trading group, yesterday announced that it had plunged sharply into the red, following severe losses at its steel trading subsidiary, Braemar.



Robin Matthews, chairman (left) and his brother Nigel, considering their position

26.7 per cent stake. The shares which were bought by these investors at 160p quickly went up to a high of 276p. Since then the price has collapsed to 55p, following a 14p fall yesterday.

MBOs - WHO'S NEXT. Grid of 12 boxes listing buy-outs: Kenwood, Hays PLC, BPCC, Humberclyde Finance Group, Caradon PLC, Fairey Group PLC, Rentco International, NKF Holding BV, Dwek Group, Talent Engineering, Rechem Environmental Services PLC, and a large question mark.

SELL YOUR COMPANY CARS. With funds of over £100 million accessible, you could have the value of your fleet immediately available for more productive use in your mainstream business.

IT'S POSSIBLE

Music by A. MANZANERO
Lyric by SID WAYNE

Slowly, with expression

It's - pos - si - ble, Tell the sun to leave the sky, It's just - pos - si - ble,
 It's - pos - si - ble, Ask a ba - by not to cry, It's just -
 pos - si - ble. Can I hold you — clos - er to me, — and not
 feel you — go - ing through me, — Split the sec - ond — that I
 nev - er think of you? Oh, how - pos - si - ble. Can the
 o - cean — keep from rush - ing to the shore? It's just - pos - si - ble. If I
 had you, could I ev - er want for more? It's just - pos - si - ble.
 And to - mor - row, — should you ask me for the world, some-how I'd get it, — I would
 sell my ver - y soul and not re - gret it, — For to live with - out your love is just
 pos - si - ble. *Tacet*
 It's - pos - si - ble.

©Copyright 1968 and 1970 by Editorial Mexicana de Musica SA DE CV.
All rights for the British Commonwealth (excluding Canada and Australia) controlled by BMG Music Publishing Ltd., 3 Cavendish Square, London W1M 9HA.
International Copyright Secured. Reprinted by kind permission of the publisher. All Rights Reserved.

There are two ways of looking at a volatile market. One way is cautious; battenning down the hatches. The other way is positive; looking for the opportunities. If you want to look for the opportunities in venture capital, you should talk to us. Because we cover all aspects of the market; management start-ups, growth capital, MBOs and MBIs. We're confident we can help the right sort of people. If you're confident too, why not give us a ring? In total confidence, needless to say.

3i PLC, 91 WATERLOO ROAD, LONDON SE1 8P TEL: 01 928 7822.
 3i CAPITAL AND 3i VENTURES BOSTON, MASSACHUSETTS,
 USA, TEL: 617 542 8500. 3i CAPITAL AND 3i VENTURES NEWPORT
 BEACH, CALIFORNIA, USA, TEL: 714 720 1421. 3i VENTURES,
 MENLO PARK, CALIFORNIA, USA, TEL: 415 854 3330. 3i SA, PARIS,
 FRANCE, TEL: 46 40 9900. 3i SA, STRASBOURG, FRANCE, TEL:
 88 39 1866. IBERICA DE INVERSIONES INDUSTRIALES S.A.,
 MADRID, SPAIN, TEL: 34 1 521 4410. 3i GESELLSCHAFT, FUJ
 INDUSTRIEBETEILIGUNGEN MBH, FRANKFURT, GERMANY, TEL:
 49 69 740835. 3i JERSEY LTD, ST HELIER, JERSEY, TEL: 0694 08220.
 3i AUSTRALIA LTD, MELBOURNE, AUSTRALIA, TEL: 3 814 3249.



INVESTORS IN INDUSTRY

MAKE IT YOUR BUSINESS TO CHANGE

UK COMPANY NEWS

An attempt to reduce cyclical exposure

Maggie Urry looks at the advantages of the latest takeover in the paper industry

THE independent career of UK Paper, which yesterday agreed to a takeover bid from Metsä-Seria...

From a management buy-out from Bowater Industries at £38m in September 1986...

DIVIDENDS ANNOUNCED table with columns for company, current payment, date, and total for year.



All those in favour... Gustaf Serlachius (left), chairman of Metsä-Seria, with Tom Wilding his counterpart at UK Paper.

the 840,000 tonnes a year it makes on the open market. UK Paper, on the other hand, buys 180,000 tonnes of market pulp a year.

Control Techniques expands
Further strong progress through the second six months enabled Control Techniques, the electronic variable speed drive manufacturer...

Correction BET
The table published with BET's results yesterday showed divisional revenues, not operating profits.

Expanding Scantronic improves to £3.1m at six months

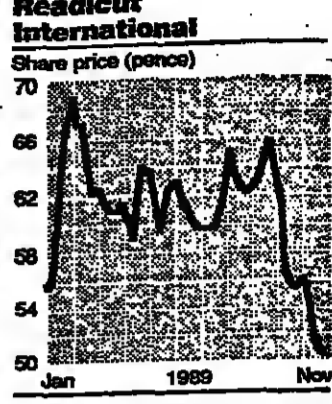
Equally important to paper-makers is a bid to expand geographically. Big is beautiful has been a cry within the industry for some time as the paper industry becomes increasingly competitive.

Join the group and new products were continuing to be developed and introduced to the market.

Dutch subsidiary helps lift Readicut to £8.5m

READICUT INTERNATIONAL, the specialist textile group, reported interim profits up 23 per cent to £8.5m against £6.9m for the same period of 1988.

as much distance between itself and some of the poor performers in its sector, but making carpets, furnishings and household textiles is chiefly what it does.



Howden plans £7m expansion

Howden Group, the Glasgow-based specialist engineering and construction group...

Net revenue down at Personal Assets

Net revenue at Personal Assets Trust fell to £111,000 over the six months to October 31, down from £150,000 in the corresponding period of 1988.

City of London PR shows 25% advance

In spite of continuing difficult trading conditions in the Australian natural resources sector, City of London PR Group unveiled a 25 per cent expansion in interim profits.

COSALT plc RESULTS FOR YEAR ENDED 3rd SEPTEMBER 1989. FINANCIAL HIGHLIGHTS table showing turnover, profit, and earnings per share.

Young cautions on second half

PRE-TAX PROFITS of Young and Co's Brewery increased by 7.4 per cent from £2.42m to £2.6m in the half year to September 30...

Gibbon Lyons up 46% to £702,000

Gibbon Lyons Group, the USM quoted printing ink manufacturer, reported a 46 per cent increase from £482,000 to £702,000 in pre-tax profits for the six months ended September 30...

International Media dips into the red

International Media Communications, the USM quoted audio and video tape marketing company, reported a pre-tax deficit of £584,000 for the year to end April.

Amber Industrial ahead 39%

Amber Industrial Holdings, 75 per cent owned by Caledonia Investments, lifted pre-tax profits by 39 per cent to £984,000 in the six months to September 30 against a previous £706,000.

Renmore falls to £0.5m in first half

High interest rates and a reduced contribution from J Rosenthal affected the first half at Renmore.

Walker & Staff dip due to economy

Walker & Staff Holdings, distributor of value and pipeline equipment, reported a downturn in profits for the half year to September 30.

Stratagem doubles profits to £1.31m

Reflecting a tripling of surplus on the sale of investments, Stratagem Group has increased its pre-tax profit from £603,000 to £1.31m in the year ended August 30 1988.

Reflex Investments ahead to £1.02m

Profits of Reflex Investments, a USM quoted supplier and financier of new and second user IBM computer equipment, rose from £649,000 to £1.02m (£940,000) for the half year ended October 31.

ALLIED INSURANCE BROKERS GROUP plc. Rights Offer of 3,319,000 Ordinary shares of 10p each at 111p per share.

NEWS DIGEST. Early next month Associated Farmers intends to appoint Mr Graham Tuppen as commercial director...

UK COMPANY NEWS

Monument doubles in size at cost of £62m

MONUMENT OIL and Gas, the fast-growing independent oil company, is to double in size with the £61.7m acquisition of Renown Energy from its joint owners, Kleinwort Benson and Hanson. The latter inherited its 50 per cent stake from Consolidated Gold Fields, writes Steven Butler.

The deal, to be financed by a £62.8m share issue, caps off 18 months of hectic expansion after 40 per cent of Monument's shares were acquired in July 1988 by Nimex Resources, which is managed by Mr Tony Craven Walker, former chief executive of Charterhouse Petroleum.

Renown, formerly known as Kleinwort Benson Energy, brings a spread of oil and gas producing and exploration assets concentrated in the UK sector of the North Sea, including 21.3m barrels of UK reserves. It also has US produc-

ing assets and an international exploration portfolio. Monument shares yesterday slipped 1 1/4p to 28 1/4p, compared with the issue price of 27 1/2p. The shares have been placed with institutions, subject to a clawback by shareholders on a nine-for-10 basis.

After the deal, Monument's oil and gas reserves will more than double to 44.5m barrels of oil equivalent, and production will rise from 3,400 barrels per day before the acquisition, to 9,300 b/d in 1991 in the UK. The purchase will not substantially alter Monument's balance sheet, which showed £10.7m of net cash at June 30. The Renown assets, which were independently valued at £64.2m, were purchased for an underlying value of £51.5m, after stripping out cash and other financial factors. The most important assets include a 5.7 per cent interest

Metro Radio makes approach to Forth

By Raymond Snoddy

METRO RADIO, the Newcastle-based commercial radio station has made an informal approach to Radio Forth, the Edinburgh independent local radio station.

Metro's interest was conveyed to a meeting of the Forth board on Friday. The Edinburgh station is one of the few city stations that have not been the subject of serious takeover interest in the recent trend towards consolidation in the sector in advance of the Government's planned expansion of commercial radio.

It is believed that Metro suggested a price in the region of £22 per share in cash or shares for control of the Scottish station. Such a price would value Radio Forth at around £11.5m.

Apert from Metro's interest, it is believed that the Forth board also had a proposal before it from Mr Jimmy Gordon's Radio Clyde, one of the most successful commercial radio stations in the UK.

Mr Richard Findlay, managing director of Radio Forth said yesterday: "Obviously I cannot comment on a confidential board meeting."

The Forth managing director who also has a 30 per cent stake in the station insisted yesterday that no formal bid proposal had been received.

Metro is, however, seriously interested in taking control of Forth but only if an agreed merger is possible. The company has no intention of launching a hostile bid against Forth whose other shareholders include Scottish Television, Citydesdale Bank and Crown Communications.

Hartwell marks time as motor trade margins suffer

By Jane Fuller

THE GROWING pressure on motor trade margins was illustrated by Hartwell's interim results, which showed a 53 per cent increase in turnover but flat pre-tax profits.

Trading profits for the six months to August 31 1989 were up by 38 per cent to £8.32m, but a £2.24m increase in interest payments sliced the pre-tax figure from £5.27m to £3.31m.

The company deals in Rover, Ford and Vauxhall cars as well as commercial vehicles. It increased sales from £210.2m to £322.6m, of which about £50m came from the 10-week contribution of the Charles Clark and Ford & Slater acquisitions.

Mr Peter Huggins, chairman, said although the forecast decrease in car sales had not happened, "there was a great deal of pressure on margins."

It came on new cars in particular, partly because low margin fleet sales had grown more strongly than the retail side.

Mr Peter Barrett, finance director, said gearing had risen from about 20 per cent before the acquisitions to 63 per cent. More than a third of the interest payments were related to the £29m purchases, which had been made because the dealerships had the right mix of models and were geographically complementary.

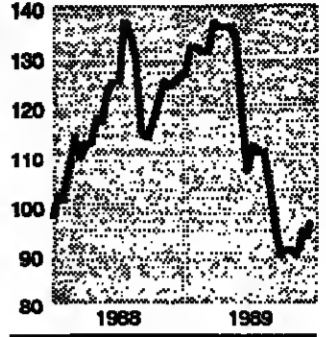
In the current year, turnover was expected to rise to £700m from £404m in the year to February. This includes the ancillary activities of fuel oil distribution and property.

Mr Huggins said Hartwell was tightening its belt. This included a scrutiny of working capital: "You can make as much money by reducing the amount of capital as by going out to sell vehicles."

He also stressed the sound performance of more stable activities, such as the workshops and specialist cars. He welcomed Ford's takeover of Jaguar and said sales of the new Land Rover Discovery had been encouraging.

Hartwell

Share price (pence)



business. The dry summer had almost wiped out demand for oil for grain drying on farms and although property rental income was depressed, earnings per share slipped 8 per cent to 6.18p. The interim dividend is maintained at 1p.

COMMENT

Hartwell admits the scenario is depressing until the middle of next year. With interest rates set to stay high, it is more likely that the company will be helped by a winter freeze than an economic upturn. Hartwell says "we've seen it all before" in a cyclical trade, but this time it has just paid what some analysts regard as a high price for acquisitions, at a time of falling margins and expensive borrowing. Whatever the long-term strategic merits, interest payments could be as much as £3m for the full year and earnings will be further diluted through the convertible preference shares that helped fund the buy. This year's pre-tax profit is forecast to stay about level with the previous £10.4m, giving a prospective multiple of between 13 and 14. This rightly includes a property premium, as the company has done well out of developing former dealership sites. The rest of the high valuation is put down to bid speculation fuelled by the 18 per cent stake held by the Saudi Arabian Jemal family. But that seems unrealistic bearing in mind manufacturers' veto over franchise changes.

Expansion backed by a supportive shareholder

Steven Butler charts the transformation to 'a proper oil company'

JUST WHEN building a sizeable independent oil company from scratch looked nearly impossible, Mr Tony Craven Walker has arrived to prove it can be done after all.

Yesterday's £61.7m acquisition of Renown Energy, which nearly doubles the size of the Monument Oil and Gas, is just the latest of a series of leaps that have seen this company's market capitalisation grow more than 20 times in the last 14 months. Mr Craven Walker is a director and the main inspiration behind the company.

"It is a business now," said Mr Craven Walker yesterday, as opposed to just an investment in oil assets. "It is a proper oil company."

What this means, in Mr Craven Walker's view, is having the size and spread of assets to contemplate managing a portfolio so as to achieve an optimum spread of risks and maturities, and to be able to exploit opportunities effectively.

With a theoretical market capitalisation of roughly £190m, assuming Monument does not go through another re-rating by the market, the company has entered a different sort of league in the oil world.

Mr Craven Walker believes a key factor enabling Monument to grow so rapidly in the past year has been the presence of a large long-term supportive shareholder in the form of Nimex Resources, which owns 40.22 per cent. Mr Craven Walker is chief executive of Nimex, which is a private oil and gas company whose shareholders are Groupe Bruxelles Lambert (50 per cent), Compagnie Financière de Paribas (25 per cent), and Electra Investment Trust (25 per cent). These are three publicly quoted European groups with a collective market capitalisation in excess of £5bn.

Mr Craven Walker stresses the European nature, and advantages, of the ties. He believes they provide an anchor of stability (meaning insurance against predators), strong financial backing, and lots of international connections for deals, while Monument is still able to enjoy the advantages of a public listing in London.

As chief executive, Mr Craven Walker built Charterhouse Petroleum into a substantial company before it was taken over by Petrofina in 1986. In 1986 he found himself pounding the pavement, watching the deals of a lifetime emerge as oil prices collapsed, but unable at the time to put the proper financial backing to exploit them.

House sales slump hits Christie

THE COLLAPSE in the house sales market hit the Christie Group, which saw its first half pre-tax profit fall from £2.66m to £306,000.

Christie provides agency, valuation and other services to the hotel, nursing homes, and leisure and retail trades.

Mr Philip Gwyn, chairman, said most of the agency sales were to individuals buying a business for the first time, and looking to the sale of a house to provide equity for the business purchase. The collapse of the housing market made that substantially more difficult.

Dual buy for Thorpac

THORPAC the acquisitive packaging maker and supplier, has added JCB and Pavelodge, two manufacturers of extruded plastic products, to its stable of companies in purchases worth up to £3.7m.

The group will make an initial payment of £3.15m for JCB. The terms of the deal also contained provision for payments of up to £4.5m dependent on profits in the 23 months to March 1991. JCB made pre-tax profits of £482,000 on turnover of £8.06m in the year to the end

of April. Pavelodge is a family-owned firm based in Radditch which supplies polythene film and bags to local government and independent merchants in the Midlands.

Anglo Irish Bank advances to £3.7m

Anglo Irish Bank achieved pre-tax profits of £3.7m (£3.42m) for the year ended September 30, an advance from £2.23m in the previous 12 months.



Management Trainee at Deutsche Bank

Wanted: Your ideas.

What would you do differently if you were manager?

You currently study Business Administration, Economics or a related subject and expect a very good degree. You are also interested in questions of fundamental importance that affect us all, such as ecology, job creation, the development of the Single European Market - to mention just a few. Deutsche Bank is looking for imaginative people and potential young entrepreneurs who can develop visions for modern banking using their sound, specialized knowledge and first-rate team capability. Tell us in a short letter how you would help to solve important fundamental questions as a manager at Deutsche Bank. We will then send you detailed information about Deutsche Bank's international training and development programme for university graduates.

Deutsche Bank



Deutsche Bank AG
London Branch
Personnel Dept.
8, Bishopsgate, P.O. Box 441
London EC2P 2AT

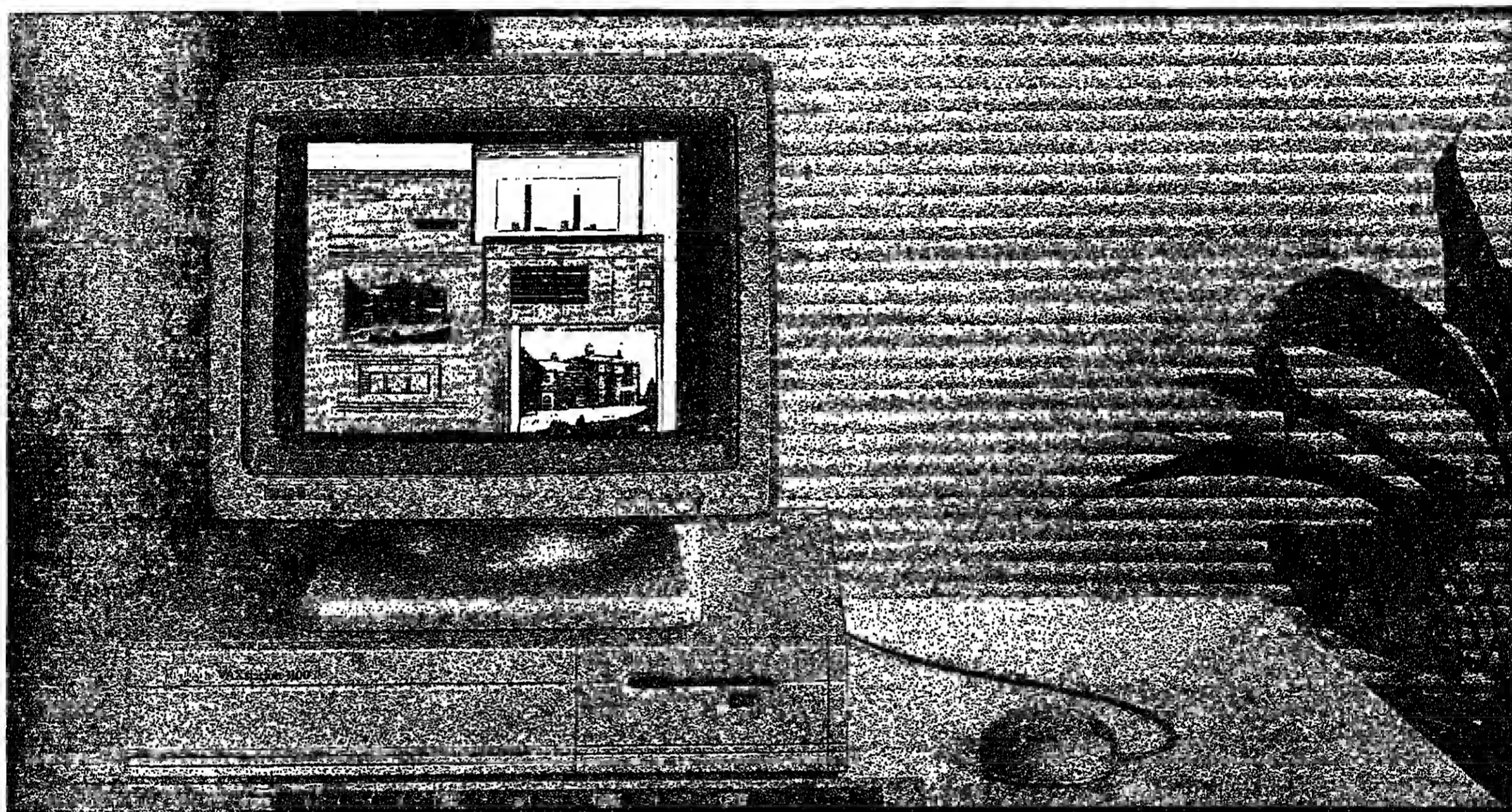
Deutsche Bank
Capital Markets Limited
Personnel Dept.
150, Leadenhall Street, P.O. Box 128
London EC3V 4RU

Deutsche Bank AG
Head Office
Central Personnel Dept.
Teufelsdruff 12, P.O. Box 10 06 01
6000 Frankfurt am Main 1

digital

The driving force behind high productivity desktop computing.

Digital turns Workstations into Powerstations.



If you want your desktop computer solutions to work harder, you should talk to Digital. It's our belief that the key to a more productive office computer – beyond the humble PC – lies in the software.

More specifically, it lies in your ability to integrate information from several applications and systems on the same screen in a powerful, easy-to-use environment.

Our networked workstations now make that possible. They were first introduced as powerful multi-function desktop systems for technical and engineering computing. But equipped with windowing systems and office application software, they can now provide a more productive environment for professionals in your office.

For example, our Compound Document Architecture allows you to produce

documents containing text, data, graphics and pictures. What's more, these same documents can be mailed, stored or worked upon around your organisation.

Last year, we shipped more workstations than any other vendor in Europe. And the scale of the operation has enabled us to force down the price of our workstations lower than that of most comparable high-end PC's.

But we don't neglect your existing IT investment. Integration software will allow you to link in your current PC's or run MS-DOS programs on any of our workstations.

Put your desktop computing in touch with the driving force. Find out how Digital has turned Workstations into Powerstations.

Complete the coupon today.

Please send me more details on:

Digital Workstations: the high productivity alternative

Digital Open Systems through support for standards

Digital's unique computer architecture: the unified information environment for the 90's

Name _____

Title (Mr., Mrs., Miss, Other) _____

Position _____

Company _____

Address _____

Postcode _____ Phone _____

Please post to: Digital Equipment Company Ltd.,
Broadway House, 112/134 The Broadway, Wimbledon,
London SW19 1BR.

If you would prefer not to receive further information on new products from Digital in the future please tick this box.

FT LAW REPORTS

Delay order is contractual

THE ULYANOVSK
Queen's Bench Division (Commercial Court): Mr Justice Steyn: November 13 1988

VOYAGE CHARTERERS are entitled to order the chartered vessel not to berth or load after it has arrived at its loading port, in the absence of contractual provision to the contrary, though delay would cause it to exceed laytime, and the shipowners are therefore liable in damages if, in breach of contract, the master disregards the order and the charterers suffer loss in the market as a result.

Mr Justice Steyn so held when dismissing an appeal by Nespetro Co Ltd of Bermuda, owners of the Ulyanovsk, from an interim arbitrators' award that they were liable in damages to charterers, Novorossiysk Shipping Co of the USSR, for breach of contract.

HIS LORDSHIP said that by a voyage charterparty in standard Abstarankvoy form, the Ulyanovsk was chartered to carry 29,000 tonnes of gas oil from Algeria to one/two safe ports in the European Mediterranean.

The charterers gave voyage instructions to the owners to proceed to Skikda for loading. They ordered that on arrival the master was to tender notice of readiness "to charterers only" and was not to present the ship for berthing until they instructed him to do so.

The reason for the instructions was that the charterers had to pay suppliers by formula based on the average of prices on bill of lading date and two days before. They calculated that they could profit from a weakening market by delaying shipment for a couple of days.

As the market did weaken, the price payable to their suppliers in accordance with formula would have been lower if the bill of lading date had been postponed.

The vessel arrived at Skikda on December 6 1988. In disregard of voyage instructions, the master tendered notice of readiness to the refinery and shippers on December 6, and loading commenced. With one interruption, loading was completed and the bill of lading was issued on December 7.

The market in gas oil dropped dramatically. The charterers had to pay suppliers on the basis of the December 7

bill of lading. In the falling spot market, they could not dispose of the cargo at the same price.

The charterers claimed damages for breach of contract. The owners denied liability.

Arbitrators concluded the charterers were entitled to recover \$85,581, for losses suffered as a result of the owners' breach of contract in disobeying instructions. The owners appealed.

Their primary ground was that the voyage orders were uncontractual and they were therefore not in breach in failing to comply with them.

Part 1 clause 6 of the charterparty provided that on arrival at anchorage at loading port the master should give charterers notice of readiness to load. Laytime began six hours later.

Clause 9 provided that the vessel should load at any safe place "reachable on her arrival" designated and provided by charterers.

Part 1 of the charter provided for 72 hours laytime and demurrage at \$9,000 per day.

The owners' factual premise was that the voyage order necessarily involved failure to load within lay days, and that charterers would therefore commit a breach of contract. Though it was not conceded, the court would assume (without deciding) that the premise was correct.

The central issue identified by the arbitrators was whether the charterers were "entitled" to give the instructions.

The owners submitted first, that the charterparty, on its true construction or by implication, included the giving of orders which, if complied with, would prevent performance of charterers' obligations, or would require owners to perform services additional to or different from those agreed.

The arbitrators concluded there was a berth "reachable" on arrival, and an order to load could not be faulted if the berth was physically capable of being reached. They said charterers must be entitled to hold a vessel off a reachable berth for at least some while. The orders to wait could not be illegitimate per se when given.

What, they asked rhetorically, was the difference between ordering the vessel to wait because of truck shortage or supply problems, and an order to wait "because it suits us marketwise"? The owners'

argument, if accepted, would have far-reaching consequences for the shipping trade.

For example, if after arrival and during laytime, charterers ordered the vessel not to berth and load because they wished to inspect cargo to ensure it was contractual or could be carried safely, that order would be uncontractual and might be ignored by owners if laytime would be exceeded. The owners asserted that to be the case. Such a conclusion would flout common sense.

On the construction of commercial contracts, and notably standard form contracts, the predisposition of judge and arbitrator must be in favour of business common sense.

The example was very different from the present case, where charterers wished to delay to achieve a lower price under the supply contract. But that was no answer, because the owners' proposition was based on the objective criterion of the effect of the order, in causing laytime to be exceeded.

They did not seek to argue that the validity of an order to delay berthing and loading might depend on motive. Such a proposition would be unworkable in practice and was contrary to the long-established rule that charterers might use laytime as they pleased. Laying aside repudiation, the alleged contract-breaker's motives were in law irrelevant.

If the arbitrators' view were upheld, the law was relatively simple. The charterers might delay loading during laytime, subject to their obligation to pay demurrage, and subject to the owners' right to sail away after delay became so prolonged as to amount to frustration of the adventure.

It was a readily comprehensible framework against which parties could evaluate the risks of an adventure and agree on appropriate rates. It was to be preferred unless the contract clearly required otherwise.

The springboard of the owners' argument was that it was breach of contract for a charterer to fail to load and discharge within the time stipulated. On the other hand, it was common ground that the voyage orders did not amount to a repudiation.

The anticipated delay beyond laytime afforded the owners no relief. Their exclusive remedy was demurrage for

actual breach after laytime had been exceeded. And subject to frustration, the owner must continue to perform his part of the contract (see *Dias [1978] 1 WLR 261*).

It followed that until loading had been completed, the vessel was at charterers' disposition in relation to loading. That entitled charterers to give orders as to time of commencement of loading, and interruption of loading.

The charterers bought 72 hours laytime and paid for it in the freight. They were entitled to use that laytime as they wished.

Even if they could load in less than the stipulated laytime, they must keep the ship for the whole of the laytime. Their right to the whole of the laytime was not to be abridged by requiring them to commence loading at any particular time. Those propositions were established law.

The charterers were therefore entitled after arrival of the vessel and during laytime, to make arrangements with their shippers which delayed commencement of loading, or interrupted loading, even if laytime were exceeded.

It followed that orders given to the vessel during laytime, to wait and not to berth and load, were lawful and must be obeyed. The owners' first line of argument failed.

Their second submission was based on construction of the "reachable on arrival" provision in clause 9. They contended that the charterparty, on its true construction, forbade the giving of orders which would prevent owners from reaching the designated berth on arrival.

The berth was "reachable." The clause read in the context of the laytime and other provisions, did not provide that the vessel must be ordered to berth at any particular time. The owners' position was in practice protected by the laytime code, demurrage provisions, and the frustration rule.

The argument failed and the appeal was dismissed.

For the shipowners: Michael Collins QC and Steven Berry (Middleton Lewis Lawrence Graham)

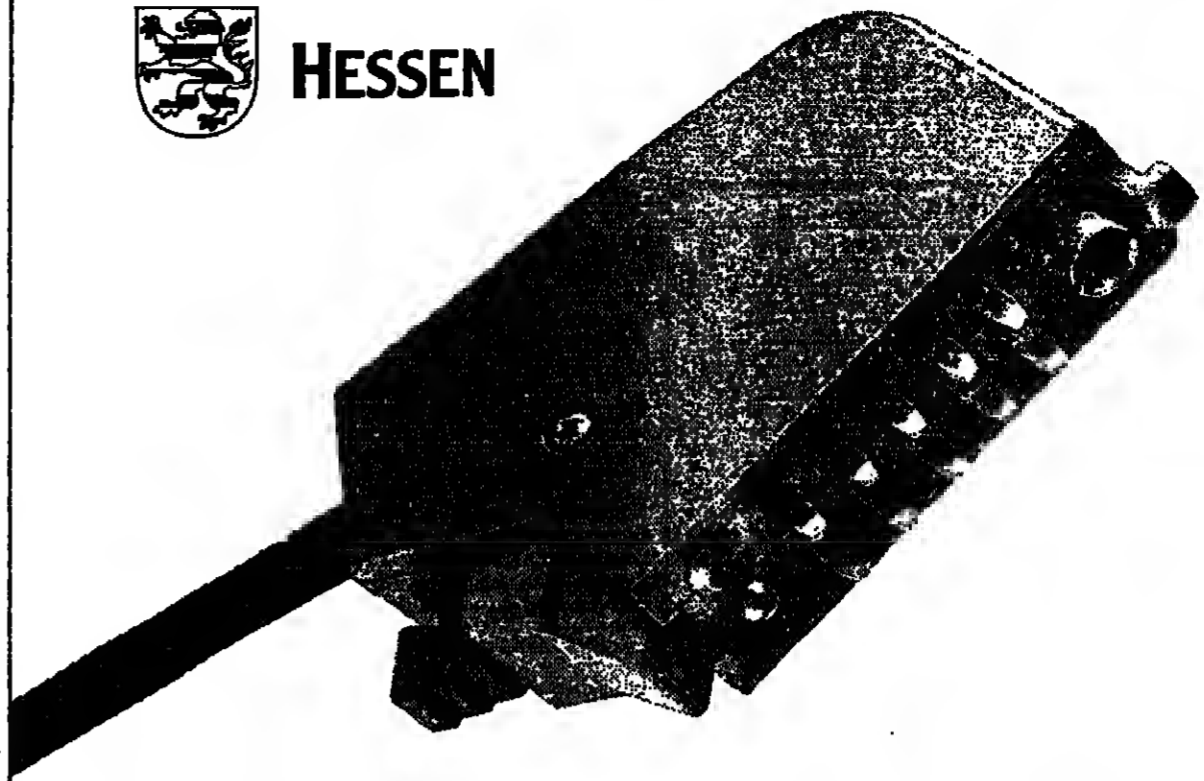
For the charterers: David Johnson QC and Charles Friday (Middleton Potts)

Rachel Davies
Barrister

هذا امر اصيل



HESSEN



PLUG INTO EUROPE

Hessen, West Germany's most centrally located federal state, is a preferred location for companies seeking to conduct business profitably in the lucrative German and other European markets.

Your one-stop source of support and advice on the attractive potential offered by Hessen is the HLT Group. Our services include: Industrial settlement assistance Planning of industrial estates Counsel on cooperation of joint venture opportunities Information and handling of all public financial incentives Economic and regional data research

For complete information, please contact
The HLT-Group Hessen, Abraham Lincoln-Strasse 38-42
D-6200 Wiesbaden, West Germany, Tel. (06121) 774-0
Telex 4 186127, Telefax (06121) 774 265

or visit the
Business Information Service
at Airport Frankfurt, Airport Center, 9th Floor
Monday through Friday, 8 a.m. - 7 p.m.
Tel. (069) 690-5363 or 5463, Telefax (069) 690 5323

HLT

Economic Development Hessen



Guess who didn't send it by Federal Express.



Federal Express deliver over 1.2 million parcels daily in 360 aeroplanes and 25,400 vehicles, to 118 countries worldwide. And we don't just promise to get there, we get there on time. In fact, our unequalled track

record has made us the No. 1 air package carrier in America. Because we understand that if we don't meet our deadlines, you won't meet yours. See Yellow Pages for your nearest Federal Express Office.

Federal Express. When it absolutely, positively has to be there on time.

LONDON STOCK EXCHANGE

Equities await the trade numbers

INCREASING indications of a two-way pull between overseas and domestic investors left the UK stock market with a narrow improvement yesterday after a recovery from an initial fall. Foreign investors, while still unsettled by the weakness of sterling, made little appearance in the London equity sector and the market hung fire as it waited for tomorrow's announcement of the UK trade figures for last month.

Account Opening Dates table with columns for Nov 13, Nov 27, Dec 11, Dec 21, Dec 22, Dec 27, Dec 28, Dec 29, Dec 30, Dec 31.

companies, details of which are expected before the close of today's stock market. At its final reading of 2,185.1, the FT-SE index showed a net rise on the day of 2 points, having recouped a 12 point fall suffered at the market opening as Wall Street's overnight setback aggravated London's wor-

ries about the near term outlook for international equities in an uncertain global market. Equity turnover remained thin, fueling concerns over the outlook for employment in City trading firms. With trading volumes now persistently low, the problem for securities traders is one of inadequate return on capital rather than simply of covering day-to-day costs. Yesterday's Seaq volume of 350.6m, against 364.9m on Monday, was discouraging.

however, showed a 30 point premium. A significant bruise to market confidence was the announcement by Tarmac, the UK's largest householder, that this year's profits could be substantially down. This gave further confirmation to fears that UK corporate profits are beginning to reflect the economic slowdown. A significant indication of currency worries came from renewed activity in gold shares in London as the dollar price moved above \$400 an ounce. Dealers reported a two-way market for gold shares in London, with buyers coming from the US and Europe and UK marketmakers

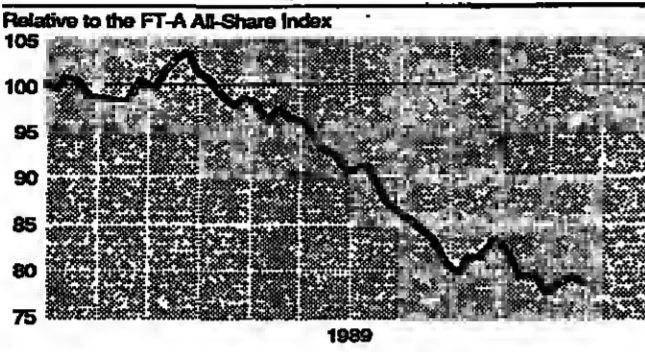
jobbing into the Johannesburg market. Attention remained focused on Thursday's news on the UK trade front. While doubts were expressed over bearish forecasts that the monthly current account deficit might rise as high as £2bn, from £1.6bn in September, uncertainty ran high. Bad trade news could mean a fall in sterling, or even possibly another increase in UK base rates. But one US house was predicting an October deficit of only £1.3bn yesterday. Any figure in this area could significantly ease the equity market's worries over the near term outlook for foreign investment in London.

FINANCIAL TIMES STOCK INDICES table with columns for Government Secs, Fixed Interest, Ordinary Share, Gold Mines, FT-SE 100 Share, Ord. Div. Yield, SEAG Bargain(5pm), FT-SE 100 Share, FT-SE, Hourly changes, and GILT EDGED ACTIVITY.

Tarmac unsettles builders

Tarmac, the UK's biggest private householder and one of the core holdings of funds specialising in the UK construction industry, showed the stock market by announcing that its profits for 1989 "will be lower than the previous year," a warning that saw Tarmac's share price fall steeply, as building sector analysts moved to lower their profit forecasts for the group. Tarmac blamed its troubles on high interest rates, which put pressure on its housing division. Last year Tarmac achieved pre-tax profits of £393m, up from £255.5m in 1987 and only a couple of months ago revealed that interim profits were £154m against £125.2m. At the halfway stage the group warned of changing conditions in housebuilding.

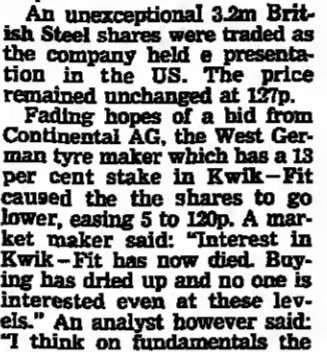
FT-A Contracting, Construction Index



added that the Telegraph had good reason to want to raise cash because its owner, Mr Courad Black, the Canadian media entrepreneur, is widely thought to be keen on increasing his more-than-8 per cent stake in United Newspapers, which owns the Daily Express, with a minimum of bank borrowing. Interim results from SG Warburg, the merchant bank, came out well above the market's best expectations and saw the shares marked up to 44p before profit-taking lowered the price to a closing of 43p, a net 2 higher on the day. "The figures show what a quality house can do in markets like these," said Mr Steve Thorn at UBS Phillips & Drew. Mr Thorn has pencilled in £1.7bn for the full year, and the big changes at the bank's retail operations left TSB shares 3 higher at 114p although turnover of 2.1m left much to be desired.

goods company in which Guinness has a 24 per cent stake, helped the latter recover some of the ground recently lost with a rise of 6 to 587p. LVMH has a 12 per cent stake in Guinness and the two companies have indicated that they want the crossholding to be symmetrical. Analysts say that both parties would like the legal wrangle within LVMH to be resolved before any buying of Guinness shares by LVMH takes place. The Tarmac news upset the rest of the building sector, especially among the big UK housebuilders. Barrat dropped 5 to 168p, having been as low as 166p early on, while Taylor Woodrow dipped to 254p before closing a net 5 off at 257p. George Wimpey touched 230p but later picked up to end a busy session 4 off at 229p. Building materials groups were hit first thing but later rallied. RMC fell by 62p before the realisation that the group earns much of its profits from overseas, particularly in West Germany, caused a flurry of buying to leave the shares only 6 down at 647p. John Menzies fell 7 to 349p as marketmakers heard talk of a downgrading from a leading agency broker.

FT-A All-Share Index



Equity Shares Traded Turnover by volume (million) Excluding Investment Banking & Overseas turnover. The graph shows a peak in turnover in early 1988 followed by a steady decline through 1989.

Reuters block sold

A single large trade of 4.53m Reuters shares - at least 10 times the typical daily turnover - caught marketmakers' attention. Some suggested that the Daily Telegraph had sold its stake. The Telegraph said: "We are not in a position to comment." The apparent absence of double-counting of the deal on the Seaq network indicated that a marketmaker had taken the stock on his book. Reuters shares rose 10 to 912p despite this evidence of an overhang in the market. "The holder probably called the price up - an extra 100,000 doesn't make much difference when you've got 4.5m, and the price rise looks good," said one marketmaker. Analysts were more cautious but said that the size of the trade was about the size of the Telegraph's holding. They

NEW HIGHS AND LOWS FOR 1989

Table listing new highs and lows for 1989 across various sectors like Chemicals, Engineering, Food, etc.

APPOINTMENTS

Senior posts at Storehouse

Mr Pat Diamond, chief executive, retail services division, has been appointed deputy chief executive of RBS, part of STOREHOUSE, retaining his group distribution responsibilities. He will also retain responsibility for Storecard, the group's credit card company, until its sale to Yorkshire Bank is completed at the end of February next year. The group's continuing interest in Storecard and its marketing database then becomes the responsibility of Mr John Braddell, chief executive, marketing and design. Mr Bob Mackenzie, who joined Storehouse this month as group finance director designate, assumes group responsibility for information systems and technology. ASTEC EUROPE has appointed Mr John Franks as sales director. He was European sales manager. Following the acquisition of ABC Construction from Hanson for £5.3m by a management-led consortium, and its renaming as AMEY CONSTRUCTION, the following have been appointed to the board. Mr Neil Ashley becomes executive chairman; Mr Richard Douglas, commercial director; and Mr David Cawthorne, finance

BA man joins Virgin Atlantic

VIRGIN ATLANTIC AIRWAYS has appointed Mr Mike Burt as executive director responsible for commercial operations. He joins from British Airways where, as head of central marketing, he re-launched Club World, Club Europe, and the First Class product. appointed joint managing directors of Perspective Public Relations, part of the OMNICOM GROUP. Mr Knight was public relations manager at the Financial Times, and Mr Fenning was public relations director at the Hilton International group. Mr Michael Facetti has joined MERRILL LYNCH's European research department in London as European analyst covering industrial holding companies. He joins from a similar post with UBS Phillips and Drew. EMAP has appointed Mr David Macdonald as managing director of Trade Promotion Services, part of the exhibition division. CECIL M. YUILL INVESTMENTS, Hartlepool, has appointed as directors Mr Frank Carr, Mr Richard Harbottle and Mrs Patricia Wilson.

BA man joins Virgin Atlantic

Mr Stephen Carter (above) has been appointed chief inspector (designate) at the CO-OPERATIVE BANK, Manchester. He will succeed Mr Hilley Shepherd who retires at the end of the year. Mr Carter was financial services development manager, Wang Computers (UK). LANDIS & GYR BUILDING CONTROL (UK) has appointed Mr Patrick Bannan as managing director. He was UK director with Satchwell Control Systems. Mr Martin Wright has been appointed director of international operations/acquisitions at Maxwell Consumer Publishing & Communications. He was acquisitions director of magazines and exhibitions worldwide with parent company MAXWELL CORPORATION.



Mr Stephen Carter (above) has been appointed chief inspector (designate) at the CO-OPERATIVE BANK, Manchester.

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks with columns for Stock, Value, Price, % change, etc.

The market continued to expect a higher offer for Hestair, the personnel services and consumer products group, for which Adia, the Swiss personal company made a £17m bid on Monday. The shares rose another 7 to 296p. AAN gained 6 to close at 396p. Mr Charles Pick at Nomura Research Institute said: "In the current period of uncertainty, a company in health care, which is recession proof will do well. The prospect of serious downgrades arising with AAN deserves a quote of at least 50:1 against the shares are likely to retain a loyal fan club."

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks with columns for Stock, Value, Price, % change, etc.

strips drove the Rosehaugh share price sharply higher to touch a level of 565p before profit-taking cut the price to a close of 533p. Dealers continued to take the view that the bid stories "have been around for some considerable time and will probably continue to do so." Rosehaugh is scheduled to announce preliminary figures tomorrow with a net asset value of 730p a share being talked of in the market. Among other firm spots in properties, Greyhound added 5 at 448p and Lalng Properties 9 at 469p. An early story that ICI was about to place its near 25 per cent stake in Enterprise Oil to raise in excess of £700m came to nothing and Enterprise Oil shares settled a net 4 off at 615p with turnover coming out at an unexciting £27,000 shares. The oil leaders moved narrowly. BP edged up 2 1/2 to 300 1/2p albeit in thin trading of only 2.1m shares. In the second half, Kelt Energy down 3 1/2 on Monday, dropped to a year's low of 26p, before closing a further 3 off at 27 1/2p. Monument Oil & Gas slipped 1 1/2 to 28 1/2p after announcing a £52.6m rights issue to fund the purchase of Rosemount Energy jointly owned by Consolidated Gold Fields and Kleinfurter Benson. Other market statistics, including FT-Actives, Share Index and London Traded Options, Page 27

Advertisement for Money Management magazine. Features a large image of a hand holding a pen over a document. Text includes: 'Now U C IT...', 'From December 1st the imaginative IFA will be able to promote European unit trusts as well as those from the UK to his clients.', 'Make sure your competitors don't have an unfair advantage. Thousands of other advisers, including solicitors and accountants, rely on our reputation for exhaustive, accurate and unbiased information, every month.', 'THE SURVEY: Freestanding AVCs. Now that restrictions have been removed pensions providers can promote FSAVCs. We take a close look at what's on offer.', 'NO SURRENDER! Examines whether selling a life policy can prove better than surrendering it.', 'A HIGHLY CHARGED SITUATION: Has the time come for unitholders to fight back against increasing charges?', 'Add to these our other regular features - Statistics (the most comprehensive available), Market Briefing, the latest product news and an examination of Ireland's reviving financial services industry, and you'll find this issue of Money Management really is required reading.', 'So before they all disappear, invest £2.85 in Money Management. At your newsagent - now.'

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-825-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust prices are available on FT Cyteline. To obtain your free Unit Trust Code Booklet ring the FT Cyteline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Offer, Yield, and various fund details. Includes sections for 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', and 'GUERNSEY (SIB REDIGISED)'. The table lists numerous funds such as 'Premier Life Assurance Co Ltd', 'Prudential Northern European Ltd', and 'Scottish Equitable Life Assn Co Ltd'.

OFFSHORE AND OVERSEAS

GUERNSEY (SIB REDIGISED)

MANAGEMENT SERVICES

LUXEMBOURG (SIB REDIGISED)

JERSEY (SIB REDIGISED)

SWITZERLAND (SIB REDIGISED)

GUERNSEY (**)

JOM (SIB REDIGISED)

LUXEMBOURG (SIB REDIGISED)

JERSEY (**)

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts such as Brown Shilling Fund, CFAI Investment Management, and others, with columns for Name, Price, and Yield.

LONDON SHARE SERVICE

Table of London Share Service, including sections for British Funds, Loans, Foreign Bonds & Rails, and Money Market Trust Funds, with columns for Name, Price, and Yield.

For other prices please refer to pages 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100.

For other prices please refer to pages 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

AMERICANS - Contd

Table listing American companies such as Alcoa, Amgen, and Amstar, with columns for stock price, bid, offer, and volume.

CANADIANS

Table listing Canadian companies such as Alcan, Alcan Aluminum, and Alcan Chemicals, with columns for stock price, bid, offer, and volume.

BANKS, HP & LEASING

Table listing financial institutions and leasing companies such as Bank of Montreal, Bank of New York, and Bank of America, with columns for stock price, bid, offer, and volume.

BEERS, WINES & SPIRITS

Table listing beverage companies such as Anheuser-Busch, Heineken, and Carlsberg, with columns for stock price, bid, offer, and volume.

BUILDING, TIMBER, ROADS

Table listing construction and infrastructure companies such as Bechtel, Fluor, and Parsons, with columns for stock price, bid, offer, and volume.

BUILDING, TIMBER, ROADS - Contd

Continuation of Building, Timber, Roads companies, including Bechtel and Fluor.

CHEMICALS, PLASTICS

Table listing chemical and plastic companies such as Amgen, Amstar, and Alcoa, with columns for stock price, bid, offer, and volume.

DRAPERY AND STORES

Table listing drapery and retail companies such as Debenhams, Debenhams Group, and Debenhams PLC, with columns for stock price, bid, offer, and volume.

DRAPERY AND STORES - Contd

Continuation of Drapery and Stores companies, including Debenhams.

ELECTRICALS

Table listing electrical companies such as British Telecom, British Gas, and British Airways, with columns for stock price, bid, offer, and volume.

ENGINEERING

Table listing engineering companies such as BAE Systems, British Aerospace, and British Shipbuilders, with columns for stock price, bid, offer, and volume.

ENGINEERING - Contd

Continuation of Engineering companies, including BAE Systems.

FOOD, GROCERIES, ETC

Table listing food and grocery companies such as Borden, Borden's, and Borden's PLC, with columns for stock price, bid, offer, and volume.

HOTELS AND CATERERS

Table listing hotel and catering companies such as British Hotels, British Hotels PLC, and British Hotels PLC, with columns for stock price, bid, offer, and volume.

INDUSTRIALS (Misc.) - Contd

Continuation of Industrial (Misc.) companies, including British Airways and British Gas.

INDUSTRIALS (Misc.) - Contd

Continuation of Industrial (Misc.) companies, including British Airways and British Gas.

INDUSTRIALS (Misc.) - Contd

Continuation of Industrial (Misc.) companies, including British Airways and British Gas.

INSURANCES

Table listing insurance companies such as British Insurance, British Insurance PLC, and British Insurance PLC, with columns for stock price, bid, offer, and volume.

LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

LEISURE
Table listing various leisure companies such as British Skyways, British Airways, and others with their share prices and market data.

PAPER, PRINTING, ADVERTISING - Contd
Table listing companies in the paper, printing, and advertising sectors.

PROPERTY
Table listing various property-related companies and their share prices.

TEXTILES - Contd
Table listing companies in the textiles industry.

TOBACCO
Table listing tobacco companies.

TRANSPORT
Table listing companies in the transport sector.

TRUSTS, FINANCE, LAND
Table listing trusts, finance, and land-related companies.

TRUSTS, FINANCE, LAND - Contd
Continuation of trusts, finance, and land companies.

TRUSTS, FINANCE, LAND
Table listing trusts, finance, and land-related companies.

OIL AND GAS - Contd
Table listing companies in the oil and gas industry.

OVERSEAS TRADERS
Table listing overseas trading companies.

PLANTATIONS
Table listing plantation companies.

MINES - Contd
Table listing companies in the mining sector.

MISCELLANEOUS
Table listing miscellaneous companies.

THIRD MARKET
Table listing third market trading data.

MOTORS, AIRCRAFT TRADES
Table listing motor and aircraft trade companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

Garages and Distributors
Table listing garage and distributor companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoes and leather companies.

SOUTH AFRICANS
Table listing South African companies.

TEXTILES
Table listing textile companies.

TEXTILES
Table listing textile companies.

MOTORS, AIRCRAFT TRADES
Table listing motor and aircraft trade companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

Garages and Distributors
Table listing garage and distributor companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoes and leather companies.

SOUTH AFRICANS
Table listing South African companies.

TEXTILES
Table listing textile companies.

TEXTILES
Table listing textile companies.

MOTORS, AIRCRAFT TRADES
Table listing motor and aircraft trade companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

Garages and Distributors
Table listing garage and distributor companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoes and leather companies.

SOUTH AFRICANS
Table listing South African companies.

TEXTILES
Table listing textile companies.

TEXTILES
Table listing textile companies.

MOTORS, AIRCRAFT TRADES
Table listing motor and aircraft trade companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

Garages and Distributors
Table listing garage and distributor companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoes and leather companies.

SOUTH AFRICANS
Table listing South African companies.

TEXTILES
Table listing textile companies.

TEXTILES
Table listing textile companies.

MOTORS, AIRCRAFT TRADES
Table listing motor and aircraft trade companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

Garages and Distributors
Table listing garage and distributor companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoes and leather companies.

SOUTH AFRICANS
Table listing South African companies.

TEXTILES
Table listing textile companies.

TEXTILES
Table listing textile companies.

MOTORS, AIRCRAFT TRADES
Table listing motor and aircraft trade companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

Garages and Distributors
Table listing garage and distributor companies.

Commercial Vehicles
Table listing commercial vehicle companies.

Components
Table listing component companies.

NEWSPAPERS, PUBLISHERS
Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING
Table listing paper, printing, and advertising companies.

SHOES AND LEATHER
Table listing shoes and leather companies.

SOUTH AFRICANS
Table listing South African companies.

TEXTILES
Table listing textile companies.

TEXTILES
Table listing textile companies.

NOTES
Detailed notes and footnotes regarding the share prices and market data.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Sterling falls to DM2.85

FURTHER INTERVENTION by the Bank of England failed to prevent sterling weakening against the D-Mark yesterday...

Comments by Mrs Margaret Thatcher, the UK Prime Minister, she told MP's that the main task remains the defeat of inflation...

News on North Sea oil production is also of limited interest as far as the market is concerned at present...

The pound fell to its lowest D-Mark level since early March 1987, despite sales of European Currency Units by the Bank of England...

At the close in London the dollar had fallen to DM1.8200 from DM1.8360...

The D-Mark continued to advance. It was fixed at FF3.4066 in Paris, the highest level since February...

Public holidays in West Germany today and the US and Japan tomorrow led to a run down of volume on the foreign exchanges...

EURO-CURRENCY INTEREST RATES

Table with columns for currency (Sterling, US Dollar, etc.), term (3 months, 6 months, 1 year), and rate.

IN NEW YORK

Table with columns for instrument (Spot, 1 month, 3 months, 12 months) and rate.

STERLING INDEX

Table with columns for date (Nov 21, 20, 19, 18, 17, 16, 15, 14, 13, 12, 11, 10, 9, 8, 7, 6, 5, 4, 3, 2, 1) and index value.

CURRENCY RATES

Table with columns for currency (Sterling, US Dollar, etc.), bank rate, and special drawing rights rate.

CURRENCY MOVEMENTS

Table with columns for currency, movement, and percentage change.

OTHER CURRENCIES

Table with columns for currency (Austrian, Canadian, etc.), rate, and percentage change.

FINANCIAL FUTURES AND OPTIONS

Table for LEFFE 1986 ONLY FUTURES OPTIONS with columns for price, call, and put.

Table for LEFFE US TREASURY BOND FUTURES OPTIONS with columns for price, call, and put.

Table for LEFFE BOND FUTURES OPTIONS with columns for price, call, and put.

Table for LEFFE 6 1/2% BOND with columns for price, call, and put.

Table for LEFFE EURO-DOLLAR BOND with columns for price, call, and put.

Table for LEFFE SHORT-TERM BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

Table for US TREASURY BOND with columns for price, call, and put.

Table for JAPANESE BOND with columns for price, call, and put.

Table for EURO-DOLLAR BOND with columns for price, call, and put.

FAIRBANKS FINANCIAL MORTGAGES/REMORTGAGES ARE YOU AWARE THAT THERE IS FOREIGN INTEREST IN YOUR MORTGAGE? ECU loans at 11% fixed...

REAL TIME FUTURES & OPTIONS PRICES New from CitiService... tick-by-tick prices on screen... picture the professionals looking on...

IG INDEX 9-11 GROSVENOR GARDENS, LONDON SW1W 0BG Tel: 01-228 7233 AFB member...

TIME TO BUY GOLD? CALL 01-799 2233 CALFUTURES LONDON

JOTTER PAD

CROSSWORD No.7,096 Set by VIXEN

Crossword puzzle grid with numbers 1-30.

Travelling by air on business? Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights from... AMSTERDAM... ROTTERDAM...

MONEY MARKETS

London rates firm

NERVOUSNESS ON London's financial markets moved wholesale interest rates higher yesterday. A further weakening of the pound ahead of tomorrow's UK trade figures pushed three-month sterling interbank up to 15.15-15.5 per cent...

Treasury bills drained \$286m, with Exchequer transactions absorbing £235m and bank balances below target £15m. These outweighed a fall in the note circulation adding \$90m to liquidity.

In Frankfurt call money was steady at 7.30 per cent, in line with the rate at which the Bundesbank provided money market liquidity.

The Bank of England initially forecast a London money market credit shortage of \$400m, but revised this up sharply to a shortage of \$700m in the afternoon.

The Bank of England bought \$539m bills outright, by way of \$50m Treasury bills in hand at 14 1/2 per cent; \$77m bank bills in hand at 14 1/2 per cent; \$27m Treasury bills in hand at 14 1/2 per cent; and \$185m bank bills in hand at 14 1/2 per cent.

Bills maturing in official hands, repayment of late assistance and a take-up of Fed funds were 8 1/2 per cent.

FT LONDON INTERBANK FIXING

Table with columns for instrument (3 months US dollar, 6 months US dollar) and rate.

MONEY RATES

Table with columns for instrument (Treasury Bills and Bonds) and rate.

LONDON MONEY RATES

Table with columns for instrument (Interbank Offer, Sterling CDs, etc.) and rate.

BASE LENDING RATES

Table with columns for bank (ABN Bank, Adlon & Company, etc.) and rate.

FT LONDON INTERBANK FIXING

Table with columns for instrument (3 months US dollar, 6 months US dollar) and rate.

MONEY RATES

Table with columns for instrument (Treasury Bills and Bonds) and rate.

LONDON MONEY RATES

Table with columns for instrument (Interbank Offer, Sterling CDs, etc.) and rate.

BASE LENDING RATES

Table with columns for bank (ABN Bank, Adlon & Company, etc.) and rate.

WORLD STOCK MARKETS

Table of stock market data for various countries including Austria, France, Germany, Italy, Sweden, Switzerland, and Japan. Columns include stock names, prices, and percentage changes.

Table of stock market data for various countries including Australia, Canada, Hong Kong, India, Korea, Malaysia, Singapore, South Africa, Taiwan, Thailand, and the UK. Columns include stock names, prices, and percentage changes.

Table of stock market data for Canada, listing various Canadian stocks and their performance metrics.

Table of financial indices including DOW JONES, STANDARD AND POOR'S, and various regional indices with their respective values and trends.

Table of NEW YORK ACTIVE STOCKS and TRADING ACTIVITY, showing volume and price changes for major US stocks.

Table of TOKYO - Most Active Stocks, listing top-performing Japanese stocks.

Table of CANADA TORONTO stock market data, including major Canadian indices and stock prices.

Travelling by air on business? Enjoy reading your complimentary copy of the Financial Times when you are travelling on scheduled flights from BRUSSELS with Lufthansa, TWA, Sabena, Pan-Am, British Airways, Finnair.



See the world in a new light. For an illuminating view of what's going on - and why - in international business, finance and politics, you've come to the right place. The Financial Times. The FT provides eye-opening coverage of events that often escape the notice of other, less turned-on papers.

In the U.S. call 1-800-344-1144. In Canada call 1-800-543-1007. FINANCIAL TIMES 14 East 60th Street, New York, NY 10022 USA

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices listing various stocks with columns for 12 Month High/Low, Stock Name, Price, and Change. Includes a 'Continued from previous page' header.

NASDAQ NATIONAL MARKET

3pm prices November 21

Table of NASDAQ National Market prices listing various stocks with columns for Stock Name, Price, and Change. Includes a 'Continued from previous page' header.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices listing various stocks with columns for 12 Month High/Low, Stock Name, Price, and Change.

Advertisement for the SCANDIC CROWN HOTEL, featuring a logo and promotional text about hotel services and amenities.

AMERICA

Defence issues stay weak despite recovery hopes

Wall Street

ALTHOUGH many analysts felt the hammering of defence stocks on Monday was an over-reaction to the prospect of cuts in the defence budget, equities failed to make up any ground yesterday morning, writes Janet Bush in New York.

1,163.23, remained weak. At mid-session, the index was quoted 10.50 lower at 1,152.73. The index has been undermined by newspaper reports that bankers remained reluctant to finance a buy-out or recapitalisation of UAL, the parent company for United Airlines. UAL dropped another 38¢ to \$119 having fallen \$12% on Monday.

over him from Mr Irwin Jacob, the Minneapolis investor, who already has a 14.2 per cent stake. Texas Instruments fell 1 1/4 to \$28 1/2. The company said late on Monday that it would take a pre-tax charge of around \$55m in the fourth quarter and cut its workforce by around 1,500 people.

EUROPE

Transatlantic depression crosses to the Continent

TRANSATLANTIC influences, including Wall Street's overnight drop and the defence cuts which caused it, were reflected in a number of continental hours yesterday, writes Our Markets Staff.

GREEK SHARES rose, although news of the agreement to form an all-party government came after the close. The general index reached 474.83, its highest level since the inconclusive elections of November 6, compared with a post-election low of 443.20 last week.

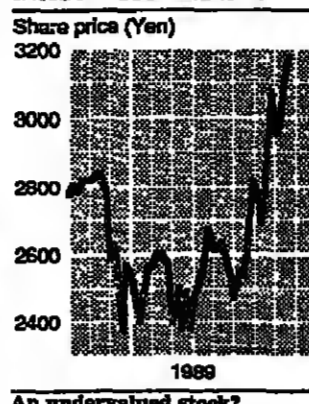
healthy third-quarter results today. But while their shares advanced, the Nikkei index fell 1.8 to 177.0, hurt by Wall Street's loss and a weaker bond market, where long-term yields have risen close to 8 per cent.

Japanese focus switches to land holdings

Michiyo Nakamoto on the increasingly popular Q-ratio method of evaluating shares

AS TOKYO'S importance as an information and financial centre grows, demand for office and residential space in and around the city is expected to exceed supply at least until the year 2,000.

Mitsui Real Estate



An undervalued stock?

looked at in terms of their price/earnings ratios - which were much higher than those in the US or in the UK. The trick was to use a formula, originally devised by an American economist for another purpose, to calculate the share price of a particular company in relation to the real market value of its net assets.

waterfront, have all seen a surge of interest on the expectation that they will develop their strategically-located and generally idle land into rented space, which will boost their profits substantially over the long term and form the basis of a new revenue-generating business.

decide how to set the share price against it. If Mitsui Real Estate's net asset value comes to ¥10,000 a share (more than three times its stock market valuation yesterday of ¥3,180), is ¥10,000 an appropriate level for the share price? At what level below ¥10,000 would it be considered undervalued?

ASIA PACIFIC

Nikkei defies interest rate fear to top 36,000

Tokyo STRONG DEMAND for equities overcame persistent interest rate concerns to help the Nikkei average close above the 36,000 level for the first time, writes Michiyo Nakamoto in Tokyo.

gained ¥230 to ¥3,360 and Pioneer firm ¥170 to ¥5,670. Asset-backed issues also attracted interest. Mitsui Real Estate was third on the active list with 21.1m shares traded and rose ¥80 to ¥3,180. Keisei Electric Railway, which was also supported by speculation that a subsidiary would be listed, was up ¥80 to ¥3,120.

77m on Monday. Taiyo Sanso, a leading industrial gas producer, rose ¥90 to ¥1,370 on good sales of its high-purity gas generator for semiconductor purification, favoured because it does not use chlorofluorocarbons.

SINGAPORE made a second modest gain on individual buying, the Straits Times industrial index rising 4.08 to 1,349.42. Volume was fairly low at 41m shares worth S\$63.5m, down slightly from Monday.

TAIWAN suffered from selling by investors impatient about the market's failure to rally from five consecutive losses. The weighted index fell 170.44 to 10,098.60 in active trading.

FT-ACTUARIES WORLD INDICES

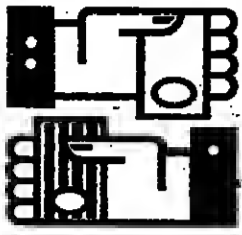
Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns for National and Regional Markets, Monday November 20 1989, Friday November 17 1989, and Dollar Index. Rows list various countries and indices with their values and percentage changes.

Advertisement for Japan Storage Battery Co., Ltd. featuring the GS logo, company name, and a list of distributors including The Nikko Securities Co., Mitsubishi Finance International plc, and various international banks and securities firms.

Handwritten signature or note at the bottom of the page.

FINANCIAL TIMES SURVEY



As the larger banks, impelled by 1992, organise mergers and forge external alliances, next year's

removal of the last curbs on capital movements causes some anxiety.

And yet, observes John Wyles, the industry is already operating in a freer regime than ever before.

Ringmasters in control

IN CRAB-like fashion, with frequent promptings from a treasury minister who was once the central bank governor and a central bank governor who was once his close colleague, Italian banking and finance is moving towards the modern world.

Driven by the exigencies of Europe 1992, the nation's politicians and businessmen are seeking the formulae which will enable Italy to avoid the status of a financial backwater in the next decade.

Progress is characteristically uneven, and conditioned by the ever-complicated requirements of party interests and political consensus. These weigh most heavily in the parliament, which is trying to agree broadly-based reforms of banking, stock-market operations and financial intermediaries, as well as anti-trust legislation.

Some of these legislative goals now look achievable within the next few months, thanks to the window of opportunity offered by the present five-party coalition led by Mr Giulio Andreotti, which has so far found more internal harmony than any of its predecessors over the last five years.

But the bankers are not just waiting on the politicians. Anxious to build up domestic

strength and international reach, larger banks are organising domestic mergers at an unprecedented rate and forging international alliances, especially in merchant banking.

When the politicians show signs of forgetting the priorities, they are called to order by two men who are the most subtle of ringmasters: Senator Guido Carli, governor of the Bank of Italy from 1969-76, and since last July, Treasury Minister, and Mr Carlo Azeglio Ciampi, the Governor of the last 10 years. After an uncertain beginning, their improving partnership bodes well not only for the conduct of Italian economic policy over the next year, but also for achieving some of the necessary adaptations of the nation's banking and financial markets.

Though the two men do not always see eye to eye - they have had vastly different views, for example, over whether industrial companies should be allowed to control banks - they are both torch-bearers for that austere, highly professional Bank of Italy culture, which longs to cure the worst excesses of Italy's economic system by planting inside it much more efficient market mechanisms.

Profoundly experienced in



THE ITALIAN ECONOMY					
	1985	1986	1987	1988	1989*
GDP					
Nominal GDP (\$bn)	427.2	605.2	758.1	833.3	938.4
Growth in:					
GDP real	2.9	2.9	3.1	3.9	3.2
Primary sector	1.2	1.6	0.5	1.5	
Secondary sector	2.5	2.7	3.7	5.3	
Tertiary sector	3.2	2.9	3.1	3.2	
Private consumption	3.0	3.5	4.3	4.0	3.2
Public consumption	3.5	3.1	3.4	2.0	2.0
Gross fixed investment	2.5	1.4	5.4	5.0	5.9
INFLATION					
GDP deflator	8.9	7.5	5.7	4.9	6.5
CPI	9.2	5.9	4.7	4.2	6.3
UNEMPLOYMENT RATE	10.3	11.8	12.0	12.1	12.0
BUDGET DEFICIT (trillion lire)	117.0	118.0	120.0	117.0	154.0
Deficit/GDP	(18.5)	(12.1)	(11.6)	(11.5)	(11.4)
TRADE BALANCE (\$m)	(12,091)	(2,534)	(8,583)	(8,600)	(13,700)
MONEY SUPPLY					
Monetary base	17.3	7.1	10.1	9.7	8.0
M1	10.4	10.7	7.4	7.6	8.0
M2	11.0	8.4	8.3	8.3	8.0
INTEREST RATES					
Discount rate	15.0	12.0	12.0	12.5	13.5
5-year government bond	13.7	11.5	10.8	10.7	11.8
CURRENT A/C BALANCE (\$m)	(3,540)	(2,912)	(1,078)	(8,200)	(10,000)

Subtle ringmasters... Mr Carlo Azeglio Ciampi, Governor of the Bank of Italy for the last 10 years (top); and Senator Guido Carli, the previous governor, and, since last July, Treasury Minister (Picture: Terry Kirk). Their partnership bodes well for economic policy, and for the achievement of some of the necessary adaptations to the nation's banking and financial markets. Mr Ciampi's 10 years are the subject of an article on page 8 of this survey.

ALSO IN THIS SURVEY

The economy; the stock market	2	Foreign banks; Savings banks	8
The BNL Affair	3	Bank mergers; Profile: Cesare Geronzi	7
A watershed year: Unit trusts	4	Banking in the South	6
Merchant banking; Retail banking	5		

(Editorial production: Martin Davies)

Italian Banking Finance & Investment

Italian politics, both men know the importance of fixing clear objectives and the necessity of making compromises along the way. Carli's aims, since he came into office in July this year, have been dominated by a desire to produce convincing evidence that Italy will reduce its public-sector deficits, to argue the case for extensive privatisation of public industry and banks, and to breach the parliamentary logjam which has been holding up anti-trust legislation and badly needed reforms of banking and securities markets.

Ciampi's priorities are much the same, while on the external front both men are determined that Italy should play a leading role in defining the path towards economic and monetary union in the Community. A pre-requisite for such a role will be the removal of Italy's residual restrictions on capital

movements next year, in line with the EC's July 1 deadline, and acceptance of a 2.5 per cent margin of fluctuation for the lira in the European Monetary System, instead of the 6 per cent it has been allowed for the past decade.

Capital liberalisation could well cause a measure of pain, not because of an imminent flight of funds but because of EC member governments' expected failure to agree on a harmonisation of their taxes on capital gains. Rome is increasingly worried about the fact that, to be competitive in attracting capital, it may be forced either to move towards still higher interest rates or to reduce (or remove altogether) its 30 per cent tax on bank interest payments.

Neither option is comfortable. The latter could rob the Treasury of L12,000bn, when reducing the budget deficit is

the overriding priority, while the former could hurt an industrial performance which has been the motive power behind growth rates averaging 3 per cent a year since 1985.

Next year's appointment with capital liberalisation is also causing some anxiety inside the Italian banking industry. Mr Piero Barucci, president of the Italian Bankers' Association (ABI), confessed in June that he and his brothers in banking were openly afraid of the new, potentially very competitive, market ahead.

Many would say that this fear is well placed, given the fragmented nature of Italian banking, its limited international presence, high cost-base, patchy, frequently politicised management, and overstaffing. Nonetheless, it has to be pointed out that Italian banking as a whole is already oper-

ating in a far more open regime than it has ever known before, and that it is not yet having much difficulty in turning a profit.

Net income last year reached a record L5,363bn, 27 per cent higher than the mediocre 1987, but 12 per cent up on 1988. Operating costs fell from 3.11 to 3.03 per cent of total resources, and staff costs from 2.23 to 2.18 per cent. The poor performance in 1987 depressed growth in the banks' own funds to 8.3 per cent, from 18 per cent for 1985-87. Allied to accelerated lending, this caused risk-weighted capital adequacy to decline for the first time in more than five years.

To comply with the capital ratios set by the Group of Ten countries in July 1988, some 33 Italian banks would have needed at the end of last year to raise collectively L3,000bn -

a capital shortfall which was L800bn higher than the year before, but involving 10 fewer under-capitalised institutions.

Messrs Ciampi and Carli want to encourage bank mergers and to boost the capital strength and competitiveness of Italian banking by securing the passage of the so-called "Amato law" (after its sponsor, Mr Giuliano Amato, who was Mr Carli's immediate predecessor at the Treasury). By encouraging banks to transform themselves into joint stock companies, this would create a common legal basis for banking activities, and also permit the structuring of investment and parbanking activities under a "polyfunctional" holding company.

Mr Ciampi believes that this legislation will streamline the banks' operating procedures and, perhaps most important of all, establish much clearer

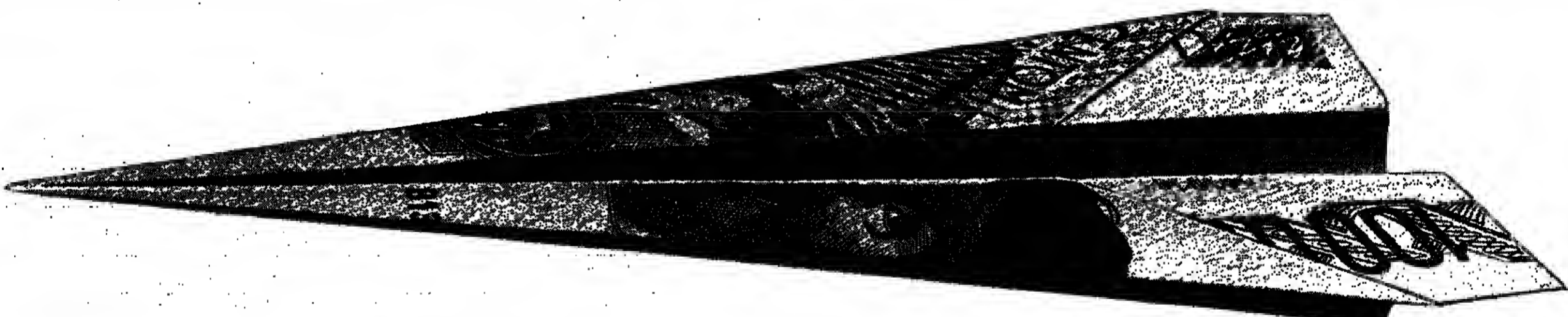
powers and lines of responsibility for their managements and governing boards. It would also, of course, facilitate their recourse to equity markets for fresh capital.

Not surprisingly, this raises the vexed question of privatisation. The original Amato draft established a floor for state shareholdings in public banks of 51 per cent, while allowing for politically-approved derogations. However, influential sections of the Christian Democratic party would wish to see even more restrictive on this issue, and a further tightening in the final legislation cannot be ruled out.

The shortcomings in management control, apparently shown up in the recent scandal involving \$3bn of unauthorised loans to Iraq by Banca Nazionale di Lavoro's Atlanta branch, were predictably seized upon by supporters of privatisation. They argue that the present system of party political *littichazione* (sharing out) of banking jobs offers no proper guarantee of management quality.

This affair has not only severely bruised the image abroad of Italian banking, it also raised questions about the quality of the Bank of Italy's own supervisory arrangements which Governor Ciampi has swiftly tried to answer. He asserted in a recent speech that the primary supervisory responsibility over BNL Atlanta rested with the American banking authorities, and revealed that the Bank of Italy had instructed Italian banks to tighten controls over foreign affiliates, and to review their reporting procedures, accounting checks and management appointments.

Some Italian bankers have minimised the Atlanta affair with the view that it could have happened to any European bank. Such complacency about its shortcomings has been the bane of Italian banking in the past, and should be severely punished in the much more internationally competitive future.



CARIPLO. ALL OVER THE WORLD. IN BANKING CLASS.

Milan is the financial, industrial and commercial heart of Italy. And Cariplo is the heart of Milan. For any banking transaction with Italy, contact Cariplo which can meet all your financial needs promptly. Cariplo, with its head-office in Milan, is at your complete disposal with 450 branches in Italy and foreign branches in London, New York, Grand

Cayman and Hong Kong as well as with representative offices in Beijing, Brussels, Frankfurt, Madrid, Paris and Seoul, a subsidiary bank: Compagnie Internationale de Banque (C.I.B.), Paris, and with more than 1,800 correspondent banks. 6, Lombard Street - London, EC3V9AA - Tel: 1-2833166 - Tlx: 887641 CARIPLO G

CARIPLO
CASSA DI RISPARMIO DELLE PROVINCE LOMBARDE
We know how.

ITALIAN BANKING 2

THE ECONOMY

The south is the big challenge

IT WAS not all that long ago that any discussion on the Italian economy with a qualified expert seemed to turn into a painful hand-wringing session, in which the list of woes was not only long, but also seemingly insurmountable.

These days, the topic can be addressed with almost unprecedented brevity, and the conversation can quickly move on to the numerous strengths which have become so much more apparent.

With its very healthy industrial sector and aggressive small and medium-sized businesses across a broad range, the country is well placed to continue exploiting the opportunities offered by the still-promising outlook for the global economy. Having enjoyed an average growth rate of 3 per cent a year since 1983 - 0.5 per cent above the European average - Italy can still look forward to a better than average performance next year, when the Government expects output to increase by 3.4 per cent.

But, notwithstanding the continued dynamism of industrial investment in new plant and machinery - 8.6 per cent higher in the first half of the year - there are a number of difficulties which the Government and its partner in economic management, the Bank of Italy, have to wrestle with in the coming months, if the foundations are to be laid for continued growth and prosperity into the 1990s.

Pride of place is occupied by the Government's budget deficit and the accumulated burden of national debt. Unusually, there is rather more optimism around in Rome on this problem than there has been for many years - despite the fact that this year's gap between revenues and expenditures will have missed the L13,000bn target set late last autumn by as much as L3,000bn.

Confidence that the economy as a whole should continue to offer a comfortable framework of growth, within which to tackle the problem, partly explains why spirits are higher in both the Italian cabinet and the Bank of Italy. More important, however, has been the apparent determination of the present government's team of economic ministers, led from the Treasury by the illustrious

former governor of the central bank, Mr Guido Carli, to narrow the deficit by squeezing substantially more revenues out of the economy.

The Government's 1990 budget proposal aims at a deficit of L133,000bn, or 10.4 per cent of GDP, in a manoeuvre which will raise an extra L18,000bn of revenues and cut L5,000bn from government spending. This is the largest single attack on the deficit ever mounted; and, while still lacking credible constraints on health and pensions expenditure, it appears even to have put heart into Mr Carlo Azeglio Ciampi, the Governor of the Bank of Italy.

For nearly 10 years, he has been trying to call the politicians to order on the deficit; and for most of that time he has found little to praise in

JOHN WYLES on the new confidence - and the immediate and long-term problems

lame deficit reduction policies, which have served only to push up accumulated debt to slightly more than 97 per cent of GDP. When Mr Ciampi acknowledges that a budget proposal is a "point of departure", as he has done with this one, then it means he likes it.

Assuming that the parliament does not punt the L133,000bn deficit target beyond reach with amending amendments, the budget could have two important consequences.

First, it gives credibility to this government's apparent determination to sustain the commitment, handed on from its predecessor, to turn the so-called primary deficit (the balance between revenues and expenditures, excluding interest payments) into a surplus by 1992. This, in turn, should help to reassure domestic and foreign investors during the coming 12 months, when fully 40 per cent of outstanding debt has to be refinanced and when the Government is committed to removing all constraints on capital movements by July 1.

At the same time, it plans to put the lira into the narrower 2.5 per cent fluctuation band, from the 6 per cent margin of fluctuation which the Italian currency has enjoyed since the European Monetary System was founded. These changes will require a stable investment climate if yet higher

interest rates are to be avoided.

The other beneficial effect of the budget should be to cool the level of consumer demand, which has done much to boost imports and worsen the balance of payments on current account. Demand for consumer goods rose by 12.2 per cent in the first half of this year; and this had an impact on the trade deficit, which leaped from L8,458bn in the first half of last year to L14,167bn in the first six months of 1989 - a deficit that was L1,300bn higher than for all of 1988.

Italian exporters have substantially raised their share of world markets this year, with a 9.5 per cent volume growth in exports in the first six months, but this was not sufficient to compensate for a 1.2 per cent

fall in imports. As a result, the current account deficit will be around 1.3 per cent of GDP this year compared to 0.8 per cent in the previous 12 months. The solidity of Italy's current account deficits for most of this decade is beginning to worry Governor Ciampi, who warned recently that a permanent imbalance on current account meant rising overseas indebtedness, with the result that interest costs on foreign debt will reach a record L12,000bn this year.

But this trend has done nothing to damage the lira's exchange rate which, helped by substantially increased capital inflows - including a very large rise in private borrowing abroad (totaling L18,100bn in the first nine months, compared with L10,996bn in the whole of 1988) - has risen by 3 per cent against all currencies, and by 0.4 per cent against EC currencies.

Judging that Italian exporters could live with this appreciation, the Bank of Italy has chosen to let the lira strengthen so as to maintain a downward pressure on prices. Mr Ciampi said recently that this had contained the rise in consumer prices by around 1 percentage point, and warned that further efforts were needed to combat a recovery in inflation "which has not yet been decisively subdued". In the central bank's judge-

ment, rising prices have been due to increases in world prices for raw materials, the decline of the dollar, increases in public charges and domestic demand pressures. The rate of increase appears to have peaked at 7 per cent in June, but the Government's forecast of an inflation average of 4.5 per cent next year is generally regarded as over-optimistic.

This is partly because additional pressures on prices could come from the round of key private-sector pay negotiation due next year, and partly because of growing labour market pressures.

The official unemployment rate of 12 per cent is broadly unchanged from last year, and misleading in several respects. It masks the fact that unemployment in the north has fallen from 6.7 per cent to 5.8 per cent over the past 12 months, and that there is virtually full employment (the official jobs rate is 9.3 per cent) among the male population in this centre of Italian industry.

By contrast, employment levels are continuing to fall in the south, where the unemployment rate has risen from 20.2 per cent to 21.3 per cent.

Of all the challenges facing Italian economic policies in the 1990s, the most daunting is the need to launch a new phase of economic development in the Mezzogiorno (the south). The readiness to move, which characterised the great labour migrations to the north of Italy and Europe of the late 1950s and 1960s, no longer exists, partly because welfare assistance is so much more adequate. In Sicily, Sardinia, Calabria, Basilicata and parts of Campania, much more industrial investment is needed to soak up unemployment and to provide the basis for sustained growth.

Some economists believe that labour shortages in the north will generate a spontaneous movement of investment to the south, but this is not yet apparent. If Italy could launch the Mezzogiorno on a promising growth track, its economy could begin to rival West Germany's in strength. But it is equally possible that the European Community's open internal market will serve only to widen the gap and maintain the Mezzogiorno as a permanent burden on the national economy.

THE STOCK MARKET

A game in need of rules

TO OUTSIDERS, who are certainly not the people who determine the movements of many of its listed shares, the Italian stock exchange is as anomalous and out of date as would be a steam-driven limousine.

It performs very few of a stock market's functions efficiently, and in many respects is a brake on the development of corporate Italy.

These criticisms are hardly new - the sins of insider trading are well known. The novelty lies in the fact that legislative developments at a European level, allied to a growing awareness of the risks of leaving the bourse unregulated, are pushing Italian lawmakers inexorably in the direction of remedial action.

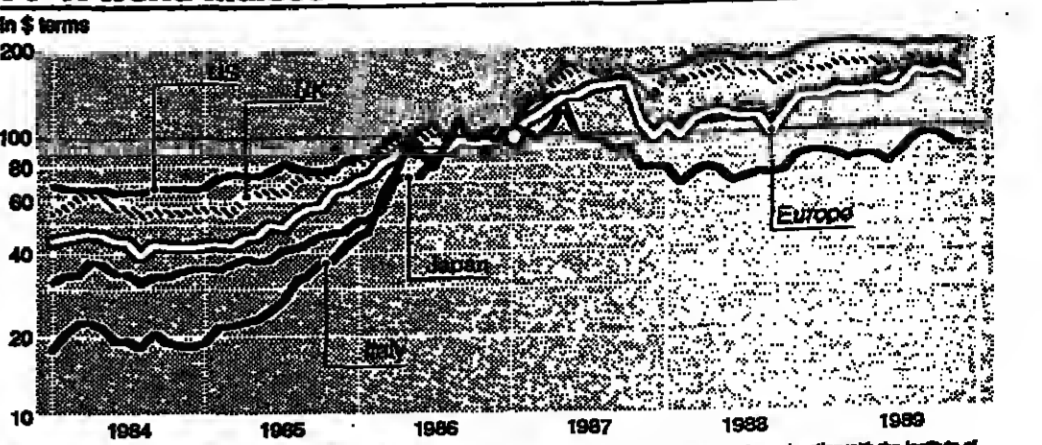
Until the market began to slide in the spring of 1987, and then fell to its knees in the aftermath of the general crash in October of that year, it was still regarded for many politicians, regulators and operators to believe that, for all its behavioural weaknesses, the market was best left alone. It had risen by 226 per cent since 1984, the mutual fund industry had achieved a lift-off, and delivered into equities the savings of millions of small investors, and leading Italian groups had been successfully recapitalising themselves.

But by the end of 1987, the south had been blown away. The market had fallen by 32 per cent in 13 months, and both private and foreign investors were losing interest. This can best be seen in the fact that net withdrawals from the mutual funds have steadily mounted to more than L7,000bn since early 1988, so that their net assets have fallen from a peak of L71,427bn in mid 1987 to L50bn at the end of September. Against this background, the market has not been able to match the recovery from October 1987.

The reasons for this relative stagnation go beyond the disenchantment of investors, who had once appeared to believe that the surest path to capital gains. They were recently set off by two of Italy's leading economists, Franco Modigliani, the Nobel Prize winner, and Enrico Perretti, in a very long article published by *Il Sole 24 Ore*.

The two men argued that deficient politicians, on the one hand, and the handful of powerful industrial and financial groups who dominate the exchange both in capitalisation and trading, on the other, had

FT-A World Indices



Jointly compiled by the Financial Times Ltd, Goldman, Sachs & Co., and County NatWest / Wood Macintyre in conjunction with the Institute of Actuaries and the Faculty of Actuaries

made the market a dangerous place for the ordinary investor. In the absence of any proper regulatory framework, the interlocking alliances through which the powerful groups manage to control so many companies was leaving the minority shareholder at an immense disadvantage.

The private games, in which these groups frequently reshuffle shareholdings and control in transactions completed outside the market, means that the minority shareholder usually does not share in premium prices paid when control of a company passes from one owner, or group of owners, to another. The result is that a minority investment too frequently carries no upside benefit, but substantial downside risk through the loss of capital value.

Modigliani and Perretti argued that, since October 1987, the private sector, both big and small, had been finding it much more difficult to raise risk capital, and would increasingly resort to overseas markets, which were more dynamic and more liquid and would carry many private investors in their wake. In fact, the first migration has begun, to the extent that companies owned by Italy's corporate titans - Agnelli, De Benedetti, Gardini and Pirelli - have been listed on foreign markets.

The significance of this cannot be exaggerated in demonstrating that these politically influential and economically powerful Barons are prepared

to play by rules elsewhere which require more transparency, investor-protection and straight dealing. In the meantime, some of them have also demonstrated that they will continue to play the game the Italian way - which is often contemptuous of minorities' interests - in the absence of a legislative framework.

But this now cannot be too long delayed if the Milan bourse is not to drift out to the most eccentric and irrelevant international margins. And, as so often in Italy's case, the call to order is being blown down from Brussels. The EC Council of Ministers recently approved a directive for curbing insider trading, and is still considering one for regulating public takeovers.

Both are the subjects of draft legislation which the Italian parliament has been considering for some time, along with other legislative proposals governing financial intermediaries and closed investment funds. All are directed at filling legislative gaps that would otherwise have to be closed purely by applying EC directives. This legislative parallelism, in fact, is creating confusion and delay in Rome, where the final outcomes may ultimately wait upon decisions in Brussels.

In the meantime, there are principles to be settled at a national level. One is whether all share transactions must be channelled through the bourse, a requirement which has effectively been written into the legislation on financial intermediaries during its parliament-

tary journey through amendments severely circumscribing trades outside the exchange. Mr Guido Carli, the Treasury Minister, called this month for a rethink, on the grounds that such an approach would put Italy firmly out of step with the rest of Europe.

Instead, Mr Carli favours - together with the stock exchange regulatory authority, the Consob - the construction of a market, with the help of computerised trading, whose efficiency and transparency would make it the natural centre for trading.

Italy's legislation on insider trading has suffered long delays in arguments over the role of the Consob in investigating and punishing insider traders. However, it now appears likely that an agreement will be found that will give the Consob alone (instead of jointly with the *Guardia di Finanza*, Italy's tax police) responsibility for investigating suspected insider trading. In cases where there are reasonable grounds of suspecting an offence the magistrates would then be called on to act.

From the most recent indications, it now seems possible that the insider trading law could reach the statute book within the next six months, but those relating to financial intermediaries and public offers will certainly take longer. In the meantime, perhaps one should not expect many signs of bullishness from the Italian bourse.

John Wyles

Sanpaolo: the most international Italian bank

SANPAOLO
ISTITUTO BANCARIO
SAN PAOLO DI TORINO

Subsidiaries and Partners

- Banco di Sicilia (Italy)
- Banco di Napoli (Italy)
- Banco di Roma (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)

501 branches in Italy

- Banco di Sicilia (Italy)
- Banco di Napoli (Italy)
- Banco di Roma (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)
- Banco di Sicilia (Italy)

Today Sanpaolo means all this.

And also:

- an 11% interest in Hambros PLC; a cross-participation agreement with Salomon Brothers; core-shareholding in Compagnie Financière de Suez; a 1% interest in Crédit Commercial de France; a 6% holding in Banque Internationale Arabe de Tunisie; membership in the Inter-Alpha Group; involvement in important initiatives in the national and international financial markets;
- a wide range of companies specialized in financial services for domestic and foreign customers in a variety of sectors: distribution of financial products, merchant banking, leasing, factoring, unit trusts, investment promotion and trust companies, data bank, etc.

Head Office: Piazza San Carlo 156 - Turin (Italy).

FIERA MILANO

A FAIR PROJECTED INTO THE FUTURE

Ente Autonomo
Fiera Internazionale di Milano
Largo Domodossola, 1
20145 MILANO
Tel. 02 - 49971
Telefax 331360 / 332221 EAFM I
Telefax 02 - 4997375

Calendar of Events, second half of 1990

19 - 25 October	17° Bienn Biennial Machine Tools Exhibition
20 - 22 October	19° Intersan Int'l Orthopaedic and Sanitary Articles Exhibition
21 - 28 October	57° Miled Indian Summer Cinema and Television International Multimedia Market
November	La mia Casa Household Furnishings and Technology
November	Milano Finanza Finance
9 - 13 November	Expo Commercio '90 Int'l Merchandising Equipment Exhibition
9 - 13 November	Expo Turismo '90 Int'l Equipment for Tourism Exhibition
9 - 13 November	Siro '90 Italian Catering Exhibition
9 - 13 November	Mida Italian Exhibition of Automatic Distribution
9 - 13 November	Salone Internazionale del Gelato e della pasticceria Ice-cream and Confectionery
9 - 13 November	EBE European Drinks Exhibition
9 - 13 November	Sipral Food Products Exhibition
9 - 13 November	FRANCHISING '90 Franchising and Innovative Solutions in the Service Industry
9 - 13 November	Expo Vip Products, Equipment and Services for High Quality Catering
11 - 13 November	Borsa degli Stocks
November	Tecnoroll Materials and Technologies for Industrial Curtains
23 - 26 November	Teknautic Nautical Products, Services and Equipment
24 - 28 November	Sicurezza '90 Int'l Security Electronic Devices and Alarms Exhibition
26 November - 1 December	MilanoMedicina '90 Int'l Exhibition and Conference of Medical Previews and New Trends
27 November - 1 December	Bias '90 Int'l Automation, Instrumentation and Microelectronics Exhibition
27 November - 1 December	Rich e Mac '90 Int'l Chemistry Exhibition and Mac 1990
27 November - 1 December	Mosan '90 National Sanitary Exhibition
4 - 8 December	Esma Int'l Knitwear Exhibition

ITALIAN BANKING 3

THE BNL AFFAIR: the decade ends with a unique scandal. FT writers consider the causes, the personalities and the implications

A lesson for all western nations

THE ITALIANS have been unlucky this decade when it comes to banking scandals.

The 1980s opened with the Banco Ambrosiano affair, which featured the mysterious London death of Roberto Calvi, some \$1.5bn of missing bank loans that turned out to have gone to ten overseas dummy companies that were controlled by the Vatican bank, and a motley cast of characters that unfortunately brought out the worst in Italian intrigue.

The decade is now closing with the Banca Nazionale del Lavoro (BNL) affair, a scandal that is different from the Ambrosiano story; instead of mysterious Vatican dealings it concerns a mysterious \$3bn of unauthorised loan commitments to Iraq by the bank's branch in Atlanta, Georgia.

The only things the Ambrosiano and BNL scandals have in common is that both have attracted international attention and both are subjects which Italians do not like to talk about because they reflect poorly on the country's image.

Indeed, this was one of the arguments used by Mr Guido Carli, the Treasury minister who last month opposed the idea of a parliamentary inquiry into the BNL affair. Mr Carli, whose Treasury is majority shareholder of BNL, has been quite vocal about attacking the bank's former management and quite reticent about the darker sides of the scandal, but he is not the only one.

The BNL affair needs, however, to be considered separately in two different contexts: in terms of what impact it may have on Italian banking; second in international politico-military terms.

The latter is necessary because as much as \$1bn of the BNL Iraqi loans are believed by western intelligence circles to have been used for the procurement of a wide range of technologies and equipment that are apparently civilian, but have actually been used by Baghdad for military projects, including the Condor 2 ballistic missile project.

The scandal developed after the Federal Reserve contacted the Bank of Italy on August 4 to say the FBI had discovered that Mr Chris Drogoul, BNL's Atlanta manager, had engineered 2,500 separate letters of credit and direct loans to the central bank of Iraq without

reporting them to the bank or to any US authorities.

Mr Drogoul and nine other Atlanta staff members were to be sacked by BNL, but the scandal would soon prove to be more than just a case of a few rogue employees.

On the banking side, there can be no greater embarrassment than for Italy's biggest state-owned bank to admit that its internal auditing controls were so inadequate - some would say non-existent - that Rome headquarters knew nothing at all about the making of \$3bn of loan commitments and the payment of \$1.85bn on loans and letters of credit over a 17-month period (February 1988 to July 1989) by BNL's branch in Atlanta.

All of the loans were off the books, and the commissions were dramatically low - generally 0.25 per cent, against a normal commission of 10 to 15 per cent on such high-risk lending.

At first it seemed to be about the obscure Atlanta branch of an Italian bank. But actually, says ALAN FRIEDMAN, it has lifted the veil on the murky world of missile technology procurement by unstable Third World regimes and some western governments' inability, or unwillingness, to act

Mr Carli told parliament recently that there were "traces" in the bank's official accounts that should not have escaped internal controls. Investigators into the BNL affair believe a middle-level executive in Rome did know what was going on, but no name has been revealed and the bank denies it.

Mr Nerio Nesi, chairman of BNL, and Mr Giacomo Pedde, director-general, were forced out of office early in September over the scandal. Both said they knew nothing of the Atlanta loans. Their replacements - Mr Gianpiero Cantoni and Mr Paolo Savona - have so far remained inscrutably silent about the scandal they inherited.

In financial terms, the BNL affair has created a delicate situation for the following reasons:

■ Baghdad has been demanding that BNL hand over more than \$1bn of additional and blocked loans that Atlanta had committed, but not disbursed.

Some US companies that are owed export credit funds are either threatening BNL with legal action or, in the case of Lummus Crest of New Jersey, suing.

■ So far, Iraq has been servicing its BNL debt, but it is believed that the loans may end up being lumped together with a further \$4bn of outstanding debt owed by Iraq to Italian companies.

■ BNL's net capital position deteriorated by around L600bn (\$445m) to about L4,000bn after a series of provisions totalling L1,980bn, including those for Iraqi exposure.

■ The Bank of Italy has ordered BNL to strengthen its capital ratios, and the bank is now undergoing a L2,000bn recapitalisation that includes both rights issues and a special subordinated loan.

■ BNL has not faced any liquidity problems as a result of the Iraqi scandal, and, thanks to the work of top executives

such as Mr Pierdomenico Gallo and Mr Davide Croff, nor has it faced any serious problems on the interbank market. Indeed, some would argue that the most alarming aspect of the BNL affair is not even a banking matter, but the ease with which Iraq was able to secure such a substantial amount of funding for the procurement of militarily useful materials.

The BNL scandal, which at first seemed to be all about the obscure Atlanta branch of an Italian bank, has actually lifted the veil on the murky world of missile technology procurement by unstable Third World regimes and the inability or unwillingness of some western governments to act.

Up to \$1bn of the BNL money went to finance exports by US and European companies of a range of industrial equipment and technologies that was "dual use" - seemingly civilian, but actually used by Baghdad to contribute to the development of a vertically-integrated military industrial complex capable of making conventional munitions, chemical warheads and ballistic missiles potentially able to alter the balance of power in the Middle East.

The flow of money from Atlanta to Baghdad was known to some US intelligence agencies. Western intelligence services have been monitoring all aspects of the Iraqi-Egyptian-Argentine missile project, known as Condor 2, for five years. But no action was taken to stop the BNL flow. One government official in Europe said this might have been "because they wanted to follow the flow". The Federal Reserve, the US Treasury, the FBI, the State Department, the Pentagon, the Commerce Department and the National Security Council were all either unaware of the intelligence available on BNL or unable for some reason to act on it.

"The one thing they have in common is high technology," said one British official. "It doesn't matter whether it's machine tools or computers. It all clearly has an arms linkage. What the official did not say was that the Iraqi network of companies, including Matrix Churchill, a Coventry-based machine tools business, was legal."

What, then, is one to make of the real significance of the BNL scandal? It would appear that there are two separate lessons to be drawn from this complex affair. One concerns the need for BNL to seek an immediate and quantum improvement in its internal controls and management of foreign branches.

The other concerns the priority that western governments, and especially Washington, must give to the issue of trying to better police the export of militarily useful technology and equipment to the Third World. Iraq milked BNL's Atlanta branch successfully for 17 months and nearly \$3bn of unauthorised credits. Who will be next?



The new man at the helm

GIANPIERO Cantoni, aged 50 (above), the new chairman of BNL, is a Milanese banker who has had a varied career. Until his appointment, Mr Cantoni was chairman of a Milan-based subsidiary of Cariplo, Italy's leading savings bank. He has also proved himself as both an academic and a risk-taking entrepreneur, and is a socialist with keen political antennae.

He was already former prime minister Bettino Craxi's favourite for an important public sector banking job before the scandal resulted in the ousting of Nerio Nesi as BNL chairman.

A graduate in economics, Mr Cantoni later studied at Bocconi University, the leading Italian business school, where he now holds a professorship. In 1964, he founded Electropul, a successful machine tools and engineering company.

Mr Cantoni was named vice president at Bancario Italiano in 1982, and became chairman a year later. He has also served in recent years as vice president of Mediocredito Centrale, the medium-term corporate finance and business development lending institute, and as a board member at Selpem, the oil and gas pipelaying and drilling subsidiary of ENI.

Although the Treasury owns majority control of BNL, and Mr Guido Carli, the Treasury minister, has said he would like to see BNL privatised, Mr Cantoni is unlikely to agree to any early privatisation if this means handing a significant stake of the bank to any industrial conglomerate.

The dogs didn't bark

WHEN depositors and holders of savings shares at BNL read the annual report this spring, they probably drew assurance from the independent external auditors' certification letters.

The audit report was signed by Price Waterhouse and local firm Italaudit, a subsidiary of Italy's popular co-operative banks. Their signatures were joined by Ernst & Whimsey's on BNL's consolidated group accounts. Additional comfort on the bank's accounts came from the six-page statutory auditors' report.

Moreover, behind these acres of control, BNL had its own internal audit department; and the bank's Atlanta operations, centre of the scandal which made headlines in September, were subject to supervision by the Georgia State and US Federal authorities and by the Bank of Italy's *Vigilanza*. A large pack of watch-dogs was on the prowl.

Yet, when news broke that BNL's Atlanta branch manager had engaged in a massive export financing, it was clear that the watch-dogs had failed to bark. Part of the system of checks and controls had malfunctioned. Who was to blame?

Top management is responsible for ensuring adequate control systems. They take the blame, followed by the bank's internal auditors and inspectors. "The situation is complex. DAVID LANE examines the auditing arrangements, and the system of checks and controls

puters used, when a dedicated mainframe was available? And why was the Atlanta branch's clearing bank different from the rest of the BNL's US network?" asks Mr Palma.

Something may have gone wrong in the reconciliation of accounts with correspondent banks, a shortcoming that allowed BNL's Atlanta manager to keep large-scale inter-bank borrowings undetected. Mr Palma considers that the substantial number of about 200 time deposits should not have passed unnoticed.

Were corners cut on the BNL audit? Mr Palma thinks not. But the auditing of Italian banks feels the effects of two adverse factors: the savage fee war between accounting firms, aimed at seizing market-share in the banking sector; and reliance on internal audit groups with limited experience.

Five years ago, when auditors were being appointed to Italian banks for the first time, and obligatory external independent audit still only applied

to a small number of banks, many partners believed that fees were extremely low, and that this represented a threat to professional standards.

"I do not think that the fee war necessarily led to stinting on effort or put standards in jeopardy. Firms wanted to obtain experience in Italian banking, and were prepared to accept almost any fee to gain a foothold. I would like to believe that they performed thorough jobs and have taken heavy losses," comments an audit partner, whose firm was not among the winners.

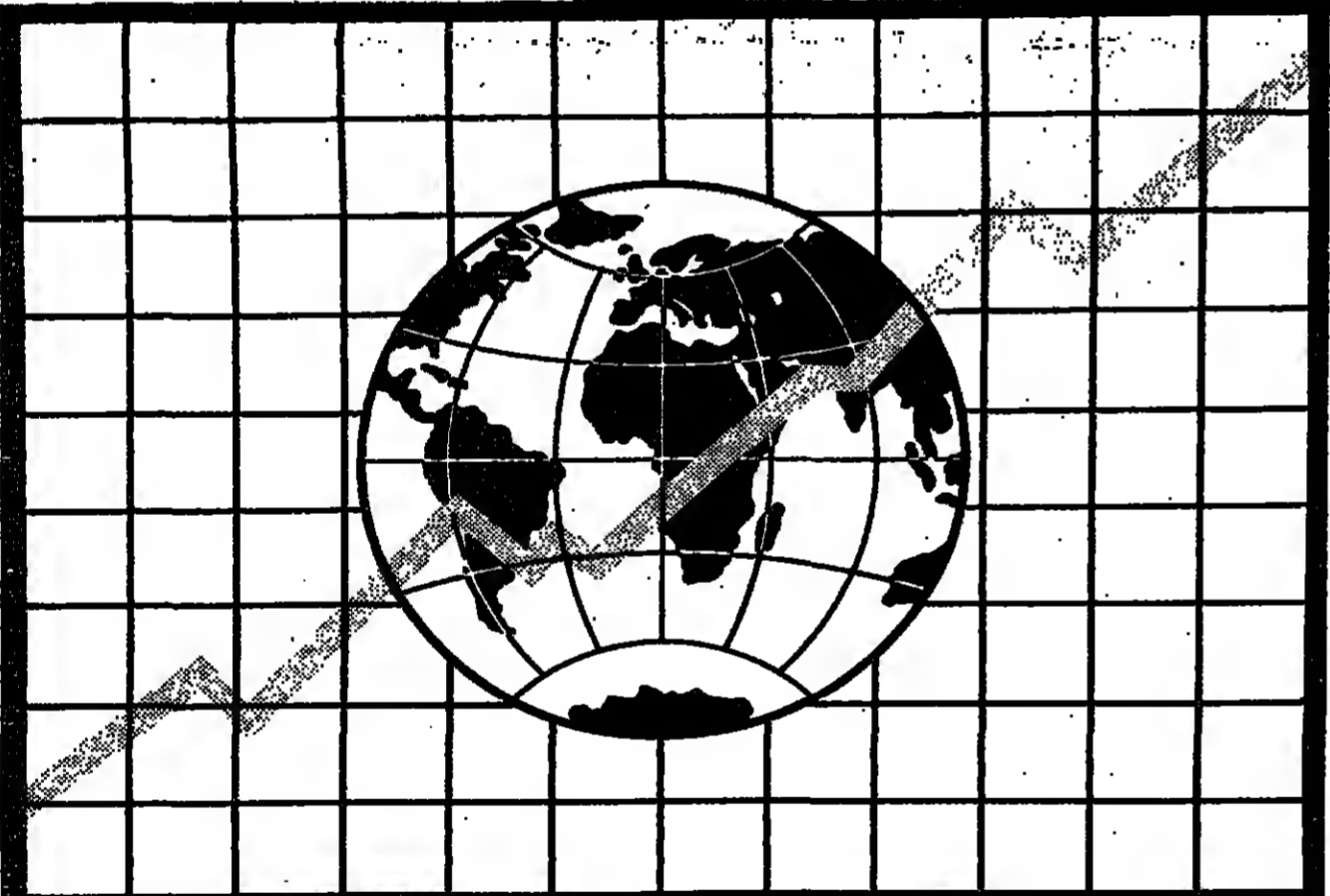
He notes that accounting firms must rely on banks' internal audit departments, and believes that these are generally better placed than external auditors to identify shortcomings. However, the limited international experience of Italian banks is a problem for internal audit teams," he says. Indeed, this was one reason why BNL's US branches were audited by Peat Marwick.

In spite of the BNL scandal, the limited international experience of Italian banks in the US, BNL relied on its external auditors.

The shift from bank inspectors, the long arm of head office, to a more modern internal audit approach to control is another factor. Old-style inspectors relied on authority, while the strength of internal auditors should be professional. The change from old to new is difficult and incomplete.

The Atlanta case has demonstrated that effective internal audit is crucial. All Italian banks are trying to learn from the Atlanta lesson. And uncovering the weak points exposed by events at the BNL's branch is occupying the Bank of Italy's *Vigilanza* supervisory service. Its role was defined clearly by Governor Carlo Azeglio Ciampi, when he addressed the Italian Forex Club at the end of October.

"The supervisory body provides guideline instructions, indicates criteria and makes suggestions of an organisational and operational character," said Mr Ciampi. "It cannot and must not take the banks' place in their application. Equally, the controls undertaken do not substitute the tasks of bank directors and statutory auditors." He noted, moreover, that the primary responsibility for supervising BNL's Atlanta branch lay with the US authorities.



IN BUSINESS SINCE 1539

500 Branches in Italy. Subsidiary, Branches and representative Offices located in Luxembourg, Buenos Aires, Brussels, Frankfurt/M, Hong Kong, London, Los Angeles, New York, Moscow, Paris, Sofia and Zurich. Correspondents throughout the world.

BANCO di NAPOLI
450th ANNIVERSARY 1539-1989

EUROMOBILIARE

Listed at the Milan Stock Exchange

MERGERS & ACQUISITIONS
TRADE & PROJECT FINANCE

ITALIAN EQUITIES

EUROMOBILIARE S.p.A.
Via Turati, 9
20121 MILAN

Tel: (02) 62041
Fax: (02) 6595452
Tx: 334361 EURCOF I

BANCA EUROMOBILIARE

ITALIAN AND INTERNATIONAL
BOND MARKET

ASSET MANAGEMENT

CLEARING AND CUSTODIAN SERVICES
FOR INTERNATIONAL INVESTORS

BANCA EUROMOBILIARE S.p.A.
Via Turati, 9
20121 MILAN

Tel: (02) 63761
Fax: (02) 6598180
Tx: 330692 BANEUR I
330831 BANEUX I

A MIDLAND GROUP COMPANY

Advertisement approved by Midland Bank plc, a member of IMRO and AFBD.

ITALIAN BANKING 4

UNIT TRUSTS: their potential is great, but . . .

Bonds retain their appeal

THE NOTION of thrift - evoking Samuel Smiles and Victorian England - does not square with the image of modern-day Northern Italy. Elegant Giucci-clad people work in merchant banks during the day, visit La Scala and expensive restaurants at night, and generally enjoy a beautiful life.

And yet Italians, gregarious though they may seem to the casual observer, actually save more of their disposable income than any other nation in the world, including the Japanese.

Whereas the manifestly miserable, space-starved Japanese put away 15 per cent of what they earn, the much happier Italians save more than 20 per cent of their disposable income.

This extraordinary propensity to save is explained by numerous factors, ranging from political instability - 49 governments since the war - to the close ties between the generations in Italian families and the government's enormous budget deficit.

But, as Giovanni Palladino, of Finanziari - part of the IMI group - observed recently, Italian households produce a lot of savings, but make few investments.

Even now, 50 per cent of total household financial wealth is to be found in liquid assets, such as bank deposits and short-term treasury bills. Putting this phenomenon into historical perspective, successive Italian governments, from the mid-1970s onward, found it necessary to issue Treasury paper to finance the ever-growing deficit.

Despite the 13-fold per cent rise in the stockmarket between 1977 and its peak nine years later, savings have been captured by fiscally-attractive government paper, which accounted for 7.5 per cent of household wealth in 1978 and 32.2 per cent 10 years later. Even now, 70 per cent of the total value of the Italian financial markets is in the form of government bonds, replenished monthly with vast issues of high-interest bearing stock.

Given the sheer weight of money emanating from Italian households in search of a home, it was inevitable that equities - and particularly equity portfolios packaged in the form of mutual funds (or



Italians enjoy the good life, yet save more of their disposable income than anyone else

unit trusts) would at some time become attractive. At the turn of the decade, when the Italian equity market began its vaulting ascent, Luxembourg-based funds - aggressively marketed by growing bands of financial advisers - appealed to some. The real breakthrough came in 1983, when the Italian government permitted the marketing of domestic mutual funds.

The boom started in 1984. It was a virtuous circle: as the market roared ahead - stimulated by the early success of the first mutual funds - so people bought more mutual funds. The range of products was narrow, compared with the US or UK retail market - focusing on funds for bonds, equities and a mixture of the two. But, by the spring of 1986, mutual funds were attracting monthly investment of 1.6,000bn, and the total invested in such instruments stood at 160,000bn. The number of sales companies serving the market rose from two to 60 over the same period.

"The speculative bubble burst in July 1986, long before it did on the world's other stockmarkets," reflects Paolo Azzone, a Milan-based broker. "The unit trusts became too big for Italy - the amount of money splashing into a small pond was quite enormous."

"Of course, the funds were largely invested in blue-chip companies like Fiat, Ferruzzi and Pirelli, the only companies where there is any real liquid-

ity. But, once one mutual fund tried to sell one of these stock, everyone else would try, too. Given the weighting that these big companies have in the Italian market, the market as a whole would sink as a result."

Other factors behind the downturn were: unstable interest rates; the flight of foreign capital; the fact that shares had reached lofty and unsustainable valuations; the Italian settlement system could not cope. Over 1987, the market fell by 30 per cent, a worse performance than in most other markets.

The retail fund management industry went into something of an immediate recession. The numerous groups which had rushed in to build up salesforces sunk into losses, and in 1988 five sales companies, owned by leading banks, lost 128bn. There were net redemptions of mutual fund units every month from August 1987 to July 1989. In August this year, there was an upturn, but a net outflow followed again in September.

Fund managers look at the future with a mixture of optimism and despair. They know that the potential for the savings industry in Italy is enormous for introducing new insurance-linked products, or pension products, or savings plans linked to exciting new current account facilities or consumer credit and credit cards.

Looking at the potential for insurance products alone, pre-

miums in Italy still account for only 0.58 per cent of GDP, compared with between 3 and 4 per cent in other industrialised countries. The product portfolio - limited to bonds, bank accounts and offshore mutual funds in the 1970s - is now as sophisticated as many.

But the Italian capital markets are still immature, compared with their equivalents in other European countries. Italian companies have traditionally grown via debt, and not via issues of securities.

According to the Bank of Italy, the value of unlisted shares is five times as large as that of the stockmarket capitalisation. And the market, as it is, is hardly a model of efficiency: the state and the Agnelli family control 20 per cent of the market apiece. There are prolific strategic cross-holdings, reducing considerably the free-float of equity.

Mutual funds concentrating on overseas markets are beginning to make some headway. Meanwhile, most Italian investors - if faced with the choice between equity and government bonds - will always choose the latter.

"After all," observed one Milanese investor, "so long as the state has to finance its enormous deficit from private savings, it will make sure that bonds are more attractive than shares. The government has a physiological need to win."

David Waller

1992 should curb over-regulation, says David Waller

Joint ventures point the way

IT IS often said that Italy is overbanked, with more than 1,000 credit institutions operating in an uncompetitive and inefficient environment.

One of the main reasons for this is that the financial services industry is over-regulated - a situation which should change with the onset of 1992.

The root of the problem is the 1936 Banking Law, which imposed stringent controls on the industry in order to prevent a repetition of the bank crashes in the early 1930s. Further measures were taken in the 1970s, to cope with a chronically weak currency and a vast public deficit.

The earlier measure divided banks into two types: those that could take deposits and provide short-term credit, and those that were obliged to raise funds through the money markets and offer medium to long term finance. Also, the Bank of Italy had to give its approval to new branch openings.

The measures taken to protect the currency were severe: in 1973, those companies investing overseas were required to maintain a non-interest bearing deposit in lire of 50 per cent of the investment.

As a result, authorised capital flows were categorised as criminal offences.

Little by little, these rules - which have, of course, contributed to the inefficiency of the banking industry - have been relaxed. Since 1981, banks have been able to extend their activities into related financial services; in 1983, unit-trusts were introduced; the divisions between short and long term credit institutions came down last year.

Rules governing currency transactions and capital flow have also been reformed. In 1987, the requirement to maintain a non-interest bearing deposit was abolished and in October 1988, foreign exchange rules were lifted to the extent that virtually all transactions between Italians and non-residents can take place unhindered by controls.

Prior to last autumn, capital restrictions were based on the philosophy that everything was forbidden unless specifically permitted. Now, all is allowed unless specifically forbidden. The two specific restrictions which still apply are: 1, Italians are not allowed to open bank accounts over-

seas; and 2, they may not invest in foreign securities with a maturity of less than 180 days.

More generally, Italians must channel all foreign currency transactions via an approved bank; foreign securities must be lodged with a domestic bank.

All this is supposed to change by July next year. By then, the Italian Government has promised, that all remaining restrictions on capital flows will be abolished - and in this sector at least, 1992 ought to come two years early.

Taking the impact of capital flow deregulation first, cynics may observe that many Italians have in the past managed to open up bank accounts overseas - particularly in Switzerland - undeterred by the Government's draconian penalties. And the fact that the last of the restrictions are about to come down underwhelms many Italian bankers, who believe that ingenious investors have always been able to do what they wanted in overseas markets.

Nevertheless, July 1990 is concentrating the minds of internationally minded Italian banks - and international banks interested in Italy - on the potential for selling international equities to domestic investors disillusioned by the inefficiencies and illiquidity of the Italian bourse.

As a recent report from the San Paolo group puts it: "The abolition of foreign exchange controls should increasingly affect the portfolio composition of both residents and non-residents."

However, bankers acknowledge that the industry has a long way to go before the spirit of 1992 is translated into business practice. Indeed, it is likely that true 1992 will only prevail in the Italian banking sector long after that date has passed.

The share of foreign investments in Italian residents' portfolios has increased, and so has the share of lire denominated securities in non-residents' portfolios.

Looking at Italy's stupendous savings ratios and at the relatively unsophisticated savings industry, three foreign groups have moved in on the domestic players.

These are Hambros, the UK banking group, which has teamed up with Sanpaolo - one of Italy's largest and most internationally-minded banks - to offer two international mutual funds; Merrill Lynch, which has teamed up with

Italy's second largest mutual fund organisation - to offer three funds; and Chase Manhattan, the US bank which offers its Chase Manhattan America and Intercontinental Funds in association with Fininvest.

The products that they offer are not as specialised as their counterparts in the UK and the US, but there are signs that this is changing: Hambros is planning three new trusts, one directed at international bond markets, another at the global financial services industry, and the third at environmentally sound investments - i.e., Italy's first international "green fund".

The three foreign joint ventures have been successful in attracting funds: Hambros has attracted Italian savings of \$70m since the two funds were introduced a year, with a further \$170m committed through savings plans. The

two Chase funds had attracted 1,780bn by the end of March this year. All three have access to their own networks of salesmen, whilst Hambros's products are sold via Sanpaolo's extensive branch network as well.

Given the increasing sophistication of the Italian investor, the market for such products is theoretically vast. But, as always, the main competition comes not from another investment house but from the Italian government.

It cannot afford to allow vast amounts of money to flow from the country, for it relies on personal savings to finance its gargantuan deficit. Hence the fiscal and tax advantages of government bonds: these bearer documents are subject to only a 12.5 per cent withholding tax, against the 30 per cent doctored off dividends from foreign equities and bonds.

Looking at the broader impact of deregulation and the imminent arrival of 1992, Italian banks have been preparing themselves as follows: by rationalising their size; by adopting marketing plans; by introducing new products; and by becoming more international in outlook, often via the sort of cross-holding arrangement which has seen Sanpaolo take a 12 per cent stake in Hambros.

However, bankers acknowledge that the industry has a long way to go before the spirit of 1992 is translated into business practice. Indeed, it is likely that true 1992 will only prevail in the Italian banking sector long after that date has passed.

ITALY'S TOP 10 BANKS: 1988 (\$bn)

	Capital	Capital/assets ratio (%)	Profits	Assets
1 Istituto Bancario San Paolo	4,705	4.0	1,048	103,105
2 Monte di Paschi di Siena	3,825	5.5	543	66,560
3 Cariplo	3,504	6.5	823	54,131
4 Banca Nazionale del Lavoro	3,352	3.8	211	67,729
5 Banca Commerciale Italiana	3,178	5.1	484	62,700
6 Istituto Mobiliare Italiano	2,940	12.3	774	28,836
7 Credito Italiano	2,319	4.1	320	56,952
8 Banco di Sicilia	1,480	4.8	108	31,140
9 Creditoop	1,283	6.9	na	18,894
10 Banco di Roma	1,263	2.3	81	54,757

Source: The Banker

Five Centuries of Banking



BdS
BANCO di SICILIA
Member of the Securities Association

Banco di Sicilia is heir to a banking tradition which goes back to 1459 and has developed into a diversified group offering a comprehensive range of banking and financial services.

The Bank has a domestic network of 352 branches and a foreign network comprising seven Branches (Frankfurt, London, Los Angeles, Lyon, Munich, New York, Paris) a subsidiary (Banco di Sicilia International S.A., Luxembourg) and representative offices in Brussels, Budapest, Chicago, Singapore, Zurich.

Additionally the Banco di Sicilia Group comprises a diversified number of affiliates operating internationally, among which:

Centro Internazionale Handelsbank AG-Wien, Bank of Valletta-Malta, Euramerica Finanziaria Internazionale S.p.A.-Rome, Basinvest S.p.A.-Milan, Estero Imprese s.r.l.-Milan, Interbancaria Nazionale Investimenti S.p.A.-Milan, Mediobanking S.p.A.-Milan.

London Branch
99 Bishopsgate, London EC2P 2LA

Banca Popolare di Milano is pleased to announce the opening of its

London Branch

51, Moorgate
London EC 2R6AE



FOREIGN BRANCHES

London
51, Moorgate
Telephone (1) 628 4210
Telex 885998 Popbank G
Telefax (1) 628 4491

New York
375, Park Avenue
9th Floor
Telephone (212) 758 5040
Telex 62189 BKML U
Telefax (212) 838 1077

REPRESENTATIVE OFFICES

Frankfurt am Main
Untermainkai 29
Telephone (69) 236265
Telex 411434 Popbk D
Telefax (69) 252641

Hong Kong
Room 3920 Jardine House
1 Connaught Place
Telephone (5) 2490667
Telex 72414 NBA RP-HX
Telefax (5) 8105228

HEAD OFFICE

Milan
4, Piazza F. Meda
Telephone (2) 7700.1
Telex 310202 Popban I

Banca Popolare di Milano

ITALIAN BANKING 5

MERCHANT BANKS

Big names open in Milan

FAMILIAR names from international investment banking added weight to the operation which creates the Enimont chemical joint venture between state-owned Enichem and Ferruzzi Group's Montedison.

The new company's shares were quoted on the Milan bourse at the start of October. Co-manager for the placement outside Europe, Goldman Sachs, had been involved from the outset in assisting and advising the ENI state hydrocarbons holding in many aspects of the joint venture, from valuation and negotiation to the preparation of business and financial plans and the share placement.

"Having been instructed to give the operation's international dimension careful attention, our choice of professional adviser was from the leading international investment and merchant banks," says Giovanni Ciccone, ENI's head of finance.

ENI contacted six leading banks, choosing Goldman Sachs because of the US institution's wide experience and its ability to bring together rapidly a large team of analysts and economists.

"Goldman Sachs' capability and capacity were not available in Italian banks. The need

The invaders are not unopposed... And smaller and more recent Italian institutions are attempting to capture a share of the market

for the work to be done quickly and well was paramount; the question of fees was marginal," says Mr Ciccone, adding that the Enimont operation was a positive experience.

Morgan Stanley co-managed the placement of Enimont shares with Goldman Sachs and was on the other side of the table, working on behalf of Montedison's Ferruzzi parent in negotiating the creation of the chemicals group.

The bank, like Goldman Sachs, drew on staff from London and New York for the Enimont project. "We found ourselves travelling much of the time, spending four or five days a week in Italy," recalls Morgan Stanley's resident, Celestino Pecori Giraldi.

To reduce time spent in airports and on aircraft, Morgan Stanley decided to establish an Italian office, and has been working from Palazzo Serbelloni, in central Milan, since the end of June. "We recognise that the Italian market is becoming very active," says Mr Pecori Giraldi. "Being here allows us to get close to clients physically and psychologically."

Morgan Stanley believes that international equities trading,



Rothschild's Richard Katz

and mergers and acquisitions, will generate most business for the Milan office. Cross-border, rather than domestic, Italian business will predominate, though Mr Pecori Giraldi expects to be working for local corporations as well as large multi-national clients.

The US investment bank is not the only foreign institution hoping to exploit Italy's booming economy and the internationalisation of its financial system. London merchant bank Rothschild is also in business, having established an Italian subsidiary in April. Subsequently it confirmed its presence with Italy's launch of a Guernsey-based buy-out fund, Old Court Italian Ventures.

Richard Katz, Rothschild Italia's managing director, puts M&As at the head of the bank's priorities, followed by management buy-outs.

"Italian companies are concerned about 1992. Some are interested in boosting their international presence, others want to find foreign partners," he says. "Succession problems in family firms open up opportunities for acquisitions, even if disposal of minority stakes is the first step."

Lower in Rothschild's priorities, but nevertheless important, are international capital raising, assistance in privatisation and asset management. The bank foresees no role for assisting quoted and unquoted companies in raising capital in Italy's domestic market, but considers that its good wholesale distribution capacity outside should be attractive to Italian companies.

"British merchant banks have vast international expertise, which is valued and valid in Italy. Italian institutions have a major advantage in knowing Italy better, but they lack London's skills in merchant banking," notes Mr Katz.

Other foreign institutions are also trying to exploit their expertise. Eurromobiliare, 45 per cent owned by Britain's Midland Bank, is a leader in M&As but operates over a broad range of financial activity. Citicorp is well-established in LBOs and M&As. Morgan Grenfell has long been present, but is thought to be less active now, because of its connections with Sviluppo Finanziaria,

Francesco Michelli's merchant banking group.

But the invaders are not unopposed. All foreign banks acknowledge that Mediobanca enjoys a strong position with large placing capacity and excellent inside connections as a member of the *ala nobile* (noble wing) of Italian finance. State-owned Sige, part of Istituto Mobiliare Italiano (IMI), also benefits from the large customer network created by IMI's former, almost monopoly position in medium and long-term lending to the industrial sector.

Smaller and more recent Italian institutions are attempting to capture a share of the market. These include San Paolo Finance (Istituto Bancario San Paolo di Torino), Finanziaria Italiana di Partecipazioni (Banca Nazionale del Lavoro) and Invest (Jody Vender's merchant banking operation in which Klidder Peabody has a stake).

Foreign bankers, like Mr Katz and Mr Pecori Giraldi, emphasise that they aim to win cross-border business, and do not expect to compete on the purely domestic market. Nevertheless, it is hard to believe that, once established, they would turn down any chance of widening their field of action.

David Lane

RETAIL BANKS

A Bill for efficiency

will extend these incentives to private sector banks.

With about 1,100 different banks, the system is highly fragmented, and for several years the Bank of Italy has been urging a process of concentration.

Two major mergers were announced in February. The first, in which Nuovo Banco Ambrosiano absorbed its Banca Cattolica del Veneto subsidiary, will soon create Italy's biggest privately-owned bank with a 350-branch network and assets expected to amount to L85,000m at year-end. In the second operation, IRI sold a controlling 51 per cent interest in Banco di Santo Spirito to Cassa di Risparmio di Roma. Mr Barucci says that further operations are likely.

Central to the debate on the Amato bill and public sector banks has been the question of privatisation. The extent of public ownership in Italy is unmatched in other countries. Though the reasons date back to the 1920s and 1930s, the process has continued in recent times with the acquisition of troubled private sector banks by the public sector. During the last 20 years, 42 banks with a total of 635 branches have passed to the public sector.

"The authorities consider, however, that a shift in the other direction is possible and

desirable. "There is a widely felt need to introduce forms of privatisation, either partial or total, into the system," says Mr Barucci. But decisions on changes of ownership in the Italian banking system must be taken by the Government and parliament with the final word from the Bank of Italy.

When opportunities are given for buying stakes in Italy's public-sector banks, foreign institutions are likely to be near the head of the queue. Interest from major French banks has been evident this year, with Credit Lyonnais' bid for Credito Bergamasco, the exchange of cross-shareholdings between Banca Commerciale Italiana and Paribas, and the purchase of a stake in Credito Romagnolo by Banque Nationale de Paris and Credit Agricole's controversial "white knight" purchase of an important stake in Banco Ambrosiano Veneto.

"There will certainly be an increase in interest, but there will also be greater interest in the other direction with Italian banks looking to strengthen their presence abroad. The process of internationalisation must be two-way. We look favourably on exchanges of shareholdings or ownership. But there must be reciprocity," says Mr Barucci.

Some Italian banks are

already active beyond Italian borders. Istituto Bancario San Paolo di Torino has made its mark with a series of astute acquisitions of small banks, as well as purchasing an important stake in London merchant bank Hambros. But internationalisation is an area which worries the bank's chairman Gianni Zandano.

"The presence of Italian banks in international markets seems unsatisfactory in quantitative and qualitative terms," he told ABI's *Prospetto Europeo* earlier this year. He considers that, in many cases, banks have established offices or branches abroad for the wrong reasons, for image rather than for operational purposes.

Staff is another area of concern for Mr Zandano. "One can assume that the fundamental economic condition that has allowed the Italian system to support staff costs higher than other countries is higher earnings from financial intermediation on the domestic market."

In other words, Italian customers are paying for inefficiency through higher spreads on interest rates.

Mr Zandano believes that costs must be attacked. With staff contract negotiations currently under way, the opportunity to tackle the problem is at hand. "We are in the initial phase of confrontation. We

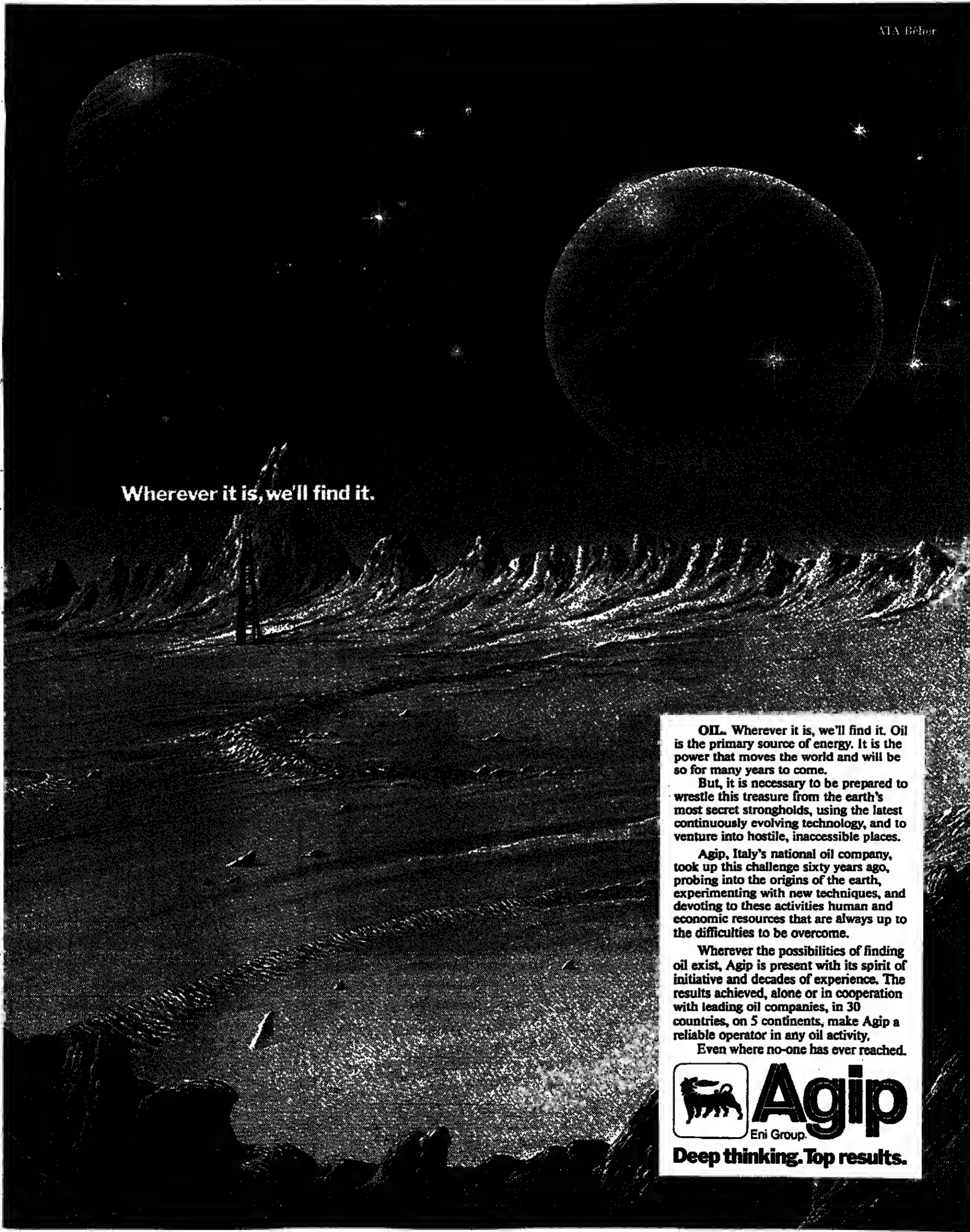
hope that negotiations will be rapid and that the outcome will show that Italian banks, including their staff, are aware that we are becoming part of the European system," says Mr Barucci. Staff costs represented 72 per cent of the retail banks' total operating costs last year, so tight control is necessary.

Following the branch liberalisation, announced earlier this year, banks have a cost which will need closer attention than in the past. The central bank's 1986 branch plan, under which modifications to banks' networks were approved, was the last. Under the new procedure, banks' proposed changes to networks will be assumed to be approved, unless specifically rejected by the authorities. But expansion plans must be coherent with assets, economic performance and an orderly geographical development.

Branch liberalisation is a delicate matter, with the risk that banks will establish too many branches and that the consequent increase in fixed costs incurred will not be metched by revenues. The authorities hope that, when banks open new branches, these will be slimmer operations, using staff and technology efficiently.

Fortunately, results from Italy's retail banks are sufficiently good to permit investment, though improved profits will probably be one of the weapons that the trade unions will brandish at the bargaining table.

David Lane



Wherever it is, we'll find it.

OIL. Wherever it is, we'll find it. Oil is the primary source of energy. It is the power that moves the world and will be so for many years to come.

But, it is necessary to be prepared to wrestle this treasure from the earth's most secret strongholds, using the latest continuously evolving technology, and to venture into hostile, inaccessible places.

Agip, Italy's national oil company, took up this challenge sixty years ago, probing into the origins of the earth, experimenting with new techniques, and devoting to these activities human and economic resources that are always up to the difficulties to be overcome.

Wherever the possibilities of finding oil exist, Agip is present with its spirit of initiative and decades of experience. The results achieved, alone or in cooperation with leading oil companies, in 30 countries, on 5 continents, make Agip a reliable operator in any oil activity.

Even where no-one has ever reached.



Deep thinking. Top results.

E
FINEUROP
Capital & reserves: Lit. 16,033,000,000

Trade Export Finance

Italian bonds dealings,
primary market
Domestic currency swaps
Syndicated loans
Asset management

Fineurop S.p.A.
20122 Milan, Via Corvo 28
Tel. 02/77491, Telex 330446/322006
Fax 02/772371

ARAB BANKING CORPORATION

Branch in Milan
Via Santa Maria Feltrina 6, 20122 Milan
Telephone: (02) 821.131 (on lines) Telex: 322.240 ABC MIL
Telex: (02) 817.362

Representative Office in Rome
Palazzo Bonaparte, Piazza Venezia 5, 00187 Rome
Telephone: (06) 678.7805. Telex: 621.257 ABC ROM I. Telex: (06) 679.3516

Senior Vice President and General Manager for Italy: Hatem Abou Said

ARAB BANKING CORPORATION (B.S.C.)
Head Office:
The ABC Tower, Diplomatic Area, P.O. Box 5098, Manama, Bahrain.
Telephone: 322226. Telex: 9432 ARCBAN BH. Telex: 331643
Authorized capital US \$ 1,000 million. Paid up US \$ 700 million.
One of the largest international Arab banking groups.

ITALIAN BANKING 6

FOREIGN BANKS

Alliances and niches tame the nightmare

THE FOREIGN banker looking at the Italian market is faced with a perplexing mixture of opportunity and nightmare. The opportunity is obvious. Here is one of Europe's strongest and faster growing economies, served by an old-fashioned banking system which is so inefficient that it sustains no fewer than 1,100, mostly inefficient, banks. Surely, the reasoning goes, all one has to do is to offer sophisticated international-style banking products - ranging from corporate finance for the family business, to interest-bearing current accounts - and Italy's myriad small businessmen will flock to one's door.

Look a little harder, and the nightmare begins to take shape. The 1,100 Italian banks do not suffer a penalty for their manifest inefficiency. Far from it - they are extremely profitable, despite the flight of money from bank balances into the bond market since the late 1970s. When a foreign bank decides to

take on this heavily regulated market on its own, the problems begin. Antiquated rules mean that foreign commercial bankers cannot lend money to corporate clients and expect to make a profit. Moreover, it is difficult to open branches at will, or to slim down the cost base by sacking staff in the traditional Anglo-Saxon way. It is important to distinguish between commercial banking and investment banking. Foreign investment bankers can - and many do - serve the big Italian corporates from London, with only a minimal presence on the ground. But there is a giant, untapped market in serving the medium-sized corporate clients, not simply the quoted companies, but the numerous prosperous family businesses which have grown up since the war, run by the next generation of Agnelli and de Benedetti, entrepreneurs who are now considering expansion overseas. Getting at this market is a difficult matter, and some form of local

alliance would seem essential. Thus a number of recent tie-ups between foreign and Italian banks: the link-up between Kidder Peabody and SOFAR; Midland Bank's purchase of a 45 per cent stake in Euro-mobiliare; and the joint-venture operation between Paribas and Banca Commerciale (Comit). Other investment banks specialise quite nicely in niche markets such as government bonds (Nomura) or venture capital (Citicorp) and mergers and acquisitions (Morgan Stanley, Rothschild, Citicorp again). By targeting one's mar-

ket precisely in this way, foreign banks can mitigate the risks of operating in the Italian market. For the commercial banks, it is a different matter altogether. A number - including Bank of America, which sold its Italian subsidiary to Deutsche Bank, Standard Chartered, Hongkong and Shanghai Bank - have been reining back their Italian operations or pulling out altogether. But no case better illustrates the nightmarish aspect of this segment of the Italian market than that of Barclays, which has lost a staggering £100m in Italy

between 1985 and 1989. Mr Richard Adams, chairman of the Italian offshoot of the British clearer, explains the problem in the following terms: constrained by Italy's restrictive banking laws, Barclays opened up a lot of "para-banking" businesses in areas such as leasing, factoring and consumer credit. The expansion - in the early years of the decade - took place too rapidly and with inadequate controls. The result: massive trading losses and vast overheads. The latter could not be cut, because of Italy's protective labour laws.

Meanwhile, the basic corporate lending business could not be developed, for three related reasons. For a start, the Bank of Italy allows foreign banks to lend on a multiple of their own capital and not that of their parent company. Reserve requirements are high enough in any case. And the interbank market - on which foreign banks would normally rely for their funds - is "shallow and volatile", according to Mr Adams. This market is subject to a 30 per cent withholding tax, which means that foreign banks simply cannot lead to Italian corporates. Funding for their Italian competitors is a lot cheaper, because of their access to a deep and stable ocean of retail deposits - and consequently the rates at which they can lend are a lot more attractive to the corporate client. Mr Claude Parlange, managing director of Credit Lyonnais' Italian operations, concedes that straight-forward lending is not a profitable operation for his bank either, its

money being made for a range of other services offered to Italy's biggest 200 companies. This analysis applies only to Lyonnais' own-grown operations in Italy. In May this year, France's second largest bank bucked the trend of disinvestment in Italy to buy control of Credito Bergamasco, a large northern private sector bank, for L340bn. Lyonnais has not taken management control of Bergamasco, but Mr Parlange explains that the deal - representing 16 times the bank's 1986 earnings - gives the French access to that elusive and attractive middle corporate market served by Bergamasco's network of branches across prosperous Lombardy and Veneto. In the short term, such a deal allows Lyonnais to tap into the Italian banking market for as long as it remains protected. In the longer term, it is a strategic investment in one of Europe's most vital economies. David Waller

RADICAL change threatens the staid conservatism of Italy's savings banks, the *casse di risparmio*. Enactment of a bill prepared by former treasury minister, Giuliano Amato, two years ago is close at hand. When parliament gives approval, the way will be opened for a major reshaping of the savings banks, a category which held 28.6 per cent of total bank deposits and was responsible for 24.7 per cent of total bank lending at the end of last year. At present the *casse* and the *banche del monte*, pawn credit institutions included in the 8-strong savings bank category, are foundations and associations belonging in the public sector and without shareholders. Under Mr Amato's proposals, the foundations and associations will be able to spin-off their banking activities into joint stock corporations, without incurring taxation on capital gains which arise. "Foundations and associations will become holdings, public bodies with shareholders in the banks. A favourable effect of the change will be that book values will reflect banks' real asset values. This will boost capital ratios and allow expansion," explains Roberto Mazzotta, who combines the chairmanship of Italy's biggest savings bank, Cassa di Risparmio delle Province Lombarde (Cariplo), with heading the Italian savings banks' association, ACRI. Mr Mazzotta says that savings banks will enjoy greater flexibility. "As joint stock corporations, it will be possible for them to obtain stock market quotation and fresh capital when required. In addition, mergers will be much easier." Unsurprisingly, the Amato bill satisfies politicians, for whom the savings bank category provides a valuable

SAVINGS BANKS

New flexibility ahead

instrument of patronage. Chairmen and deputy chairmen are appointed by the inter-ministerial committee for credit and savings (CICR), reflecting political equilibria; and local power balances in communes and provinces are maintained in overall board composition. With the continuation of the foundations and associations, the number of jobs in the spoils system will remain unchanged, even in the case of mergers. "The foundations and associations will manage the distribution of dividends earned on their holdings in the banks, allocating money for civil, cultural and social purposes," says Mr Mazzotta, putting his finger on a key issue. Savings banks' charitable committees at present have the enviable task of distributing part of profits for local beneficence. The Amato bill will effectively create a structure of charitable foundations, whose income, at least initially, will be derived from dividends on shareholdings in savings banks. Politicians will continue to have the financial means to tend their constituencies. What kind of institution are the savings banks? Mostly constituted in the mid to late 19th century, the first were established in Venice, Padua and Udine in the early 1820s. "Their birth and early growth coincided with the process of Italian reunification. Characterised by strong local ties, the savings banks have firmly founded relationships with the family sector and its savings, and with small businesses,"

says Mr Mazzotta. Social aims often underlay their establishment. The "promotion of savings and the spirit of thrift among the poorer classes, like farm labourers and tradesmen" was the institutional aim of the savings bank founded at Bra, in Piedmont, in 1824. Similarly, promotion of thrift was sought when Rimini's savings bank was established in 1838, though its founders also wanted to encourage local economic initiatives. Revolutionary politics played The Amato bill will effectively create a structure of charitable foundations a part in the birth of Florence's savings bank in 1820, established to compete with banks controlled by the Austrians and to help liberate the local economy from foreign influence. Closer to the philanthropic ideal, the founders of Ravenna's savings bank aimed to alleviate the conditions of the less prosperous by promoting savings and undertaking good works. The savings banks' aim of assisting the less fortunate is a direct inheritance from the *banche del monte*. These have roots in the 15th century, when ecclesiastical orders established charitable pawn lending operations, the *monte di pietà*, to combat usury. Indeed, several of Italy's 75 savings banks sprang from, and subsequently absorbed, their *monte di pietà*

parents. Only nine *banche del monte* still exist independently. With the exception of the 63-branch Banca del Monte di Bologna e Ravenna and the 72-branch Banca del Monte di Lombardia (formed from the merger of the Banca del Monte di Milano and the Banca del Monte di Pavia e Bergamo, two years ago), all are small. Indeed, the Rovigo bank, in north-east Italy, and the Siniscalco Ceci bank, in the Apulian heel, could not be smaller; each has one branch. The savings bank category has one very strong point. "The *casse di risparmio* are small banks, weak on a national basis, but each is particularly strong in its own geographical area. In parts of Italy, savings banks have between 40 and 50 per cent of savings and customer lending. They are not leaders on the interbank market," says Mr Mazzotta. Excessive reliance on local roots, however, can also be a weakness. Mr Mazzotta believes that the parochialism which characterises a good number of the *casse di risparmio* is a brake on development. Damaging local rivalries must cease if the banks wish to be effective in an increasingly competitive market. Parochialism may also lead to difficulties with loan portfolios. In the case of the Cassa di Risparmio di Prato, there was excessive lending to the textile sector, and when business collapsed the savings bank was left with a mountain of non-performing loans. In Calabria, the savings bank had to be

bailed out when the repercussions of political intervention in loan policy was felt. But default is a wider problem. The savings banks' average rate is worse than all other bank categories. At the end of last year 7.6 per cent of loans were non-performing, compared to 6.4 per cent for the banking system overall. Nine savings banks had over 12 per cent default and a further 21 showed non-performing loans between 8 and 12 per cent of lending. This *casse di risparmio* need to be able to offer a full range of services, but at present they are too small. Only Cariplo, with over 400 branches, ranks among the biggest Italian banks, though when the merger with Banco di Santo Spirito is completed, the capital savings bank will move in the top league. Only two other *casse di risparmio* have more than 200 branches, and four between 100 and 200. Excluding the *banche del monte*, the average size of branch network is 51. Mergers are needed, to give competitive size. Though the Amato bill still awaits approval, they already seem to be happening. In 30 years between 1956 and 1986, only four mergers took place. Since 1987, there have been seven, the latest occurring earlier this year when the Cassa di Risparmio di Verona Vicenza e Belluno took over the Cassa di Risparmio di Ancona. "We are aiming at a very ambitious objective - the restructuring of the whole savings bank category," says Mr Mazzotta. He envisages a form of mega-merger, in which the new foundations will vest their shareholdings in a central organisation having the task of overall management of the savings bank sector. David Lane

LUXEMBOURG NEW YORK HONG KONG

L A N D M A R K S
Luxembourg, New York and Hong Kong are additional reference points offered by Credito Romagnolo to customers who are operating on the most important world markets.

The following addresses are to be remembered:

LUXEMBOURG

Branch of Luxembourg
27, Avenue de la Gare
L-1011 Luxembourg
Tel. 00352-462 20 00
Fax. 00352-462 20 00
Telex. 00352-462 20 00
Telex. 00352-462 20 00

NEW YORK

Operating Since 1988

HONG KONG

Operating Since 1988

NEW YORK

Operating Since 1988

CREDITO ROMAGNOLO

CREDIOP

CONSORZIO DI CREDITO PER LE OPERE PUBBLICHE

MEDIUM AND LONG-TERM CREDIT INSTITUTE
Capital and Reserves: L. 1,668 billion.
Risk Provisions: L. 1,194 billion.
Loans at 30/6/89: L. 20,275 billion.
(Incorporated under public law in 1919)

LOANS TO INDUSTRIAL, COMMERCIAL AND SERVICE COMPANIES

LOANS TO PUBLIC AUTHORITIES AND THEIR AGENCIES

EXPORT CREDIT

HEAD OFFICE:
ROME
Via Quintino Sella, 2
Tel. 06/47711
Telex 611020 CRDPRO I

REGIONAL OFFICES:
MILAN
Via Brera, 19

PADUA
Via Emanuela Filiberto, 14

ROME
Via di S. Nicola da Tolentino, 5

NAPLES
Via Medina, 40

BARI
Via Roberto da Bari, 119

ASSOCIATED COMPANIES:

AFIN SPA / Rome
Financial Advisory Services

C. FIN SPA / Rome
Factoring

CREDIOP FINANCE PLC / London
Investment and funding operations on international markets

CREDIPAR SPA / Roma
Capital investments

CREFID SPA / Milan
Trust Company

PROMOTIO SPA / Milan
Portfolio Management and Financial Brokerage

MANUFACTURERS HANOVER

A Driving Force in Italy

MPS
Monte dei Paschi di Siena
Singapore Branch
SFr. 100,000,000
4% Depository Receipts
Due May 4, 1993

NUOVA SAFIM
U.S. \$150,000,000
Revolving Credit Facility
Average
Manufacturers Hanover Limited
London
GPO

MANIACO CRT
Cassa di Risparmio di Torino
\$500,000,000
Euro Certificate of Deposit
Programme

BANCO DI NAPOLI
Banco di Napoli
Yen 1,500,000,000
5 Year Private Placement
With Cross Currency Swap

Cassa di Risparmio di Roma
ECU 30,000,000
Term Loan
Average
Manufacturers Hanover Limited

Federleasing S.p.A.
ECU 36,000,000
Term Loan
Guaranteed
Cassa di Risparmio di Roma

IBS
Banco di Sicilia
International S.A.
U.S. \$60,000,000
Revolving Credit Facility
Average
Manufacturers Hanover Limited
London, USA

Cassa di Risparmio di Roma
ECU 175,000,000
Term Loan
Average
Manufacturers Hanover Limited

November, 1989

Member of TSA

ITALIAN BANKING 7

Mergers are suddenly in fashion, reports Sari Gilbert

Ambroveneto strides ahead

WITH THE approach of 1992 - seen by many as a litmus test for Italy's largely undersize banks - concern with size is spreading through Italy.

Headlines broadcast a succession of merger projects. Acquisitions are in fashion, and takeover plans are high on the dream agenda of top financiers and industrialists.

Although smaller savings or co-operative banks have been busy forming consortia and alliances, genuine bank mergers are not easy to negotiate in Italy, and acquisitions are likely to be the route to bank enlargement.

Nevertheless, a few mergers have taken place. The first was that finalised last May, in Rome, between Cassa di Risparmio di Roma and Banco di Santo Spirito. Shortly afterwards, another was agreed between Nuovo Banco Ambrosiano, one of Italy's largest private banks, and the latter's subsidiary, Banca Cattolica del Veneto.

On the acquisition side, the most talked-about deal was carried out by the internationally active Istituto Bancario San Paolo di Torino, Italy's most profitable public bank. This summer it purchased a 40 per cent stake in Credito, the medium-term credit institution, whose major shareholder is the Treasury's deposits and loans bank.

For several years, the Bank of Italy has been urging credit agencies to prepare for 1992 by rationalising, increasing their efficiency and, where possible, their size. This suggestion fell on fertile ground at Cassa di Risparmio di Roma, the capital's major savings bank, where, in early 1988, directors general Cesare Geronzi and President Pellegrino Caspaldo were turning considerable thought to the local Roman banking situation, characterised by a relatively narrow credit market, low efficiency and poor capitalisation.

The Cassa's managers concluded that its 15 per cent market share in its home region of Lazio (only 2 per cent nationally) was insufficient to allow the economies of scale and the allocation of resources necessary to meet long-term competition. They wanted a 30 per cent market share of deposits and a 20-to-25 per cent market share of loans. And the only



Veteran financier Enrico Cuccia... Last month, Ambroveneto was forced to fight off a takeover attempt engineered by him and the Fiat-dominated Gemina holding company. Mr Cuccia was also said to be behind a so far unsuccessful assault that Credito Italiano has been waging against Banca Nazionale dell'Agricoltura

way to attain such growth was through a merger.

At the same time, Iri, the giant state-holding company, was showing interest in selling off at least part of Rome's Banco del Santo Spirito. With 112,000bn in deposits, BSS is about the same size as the Cassa, but it had a high percentage of bad or non-performing loans, was overstuffed and under-capitalised. Divestment would provide Iri with new capital that could be used to recapitalise another suffering Iri bank, Banco di Roma.

For Mr Geronzi and Mr Pellegrino, who had launched a first bid for 33 per cent in April 1988, BSS was the obvious partner. The 51 per cent stake bought last year means that together, the two banks will have 440 branches and 130,000bn in deposits. When the technicalities of the merger are completed, by the end of 1990, it will be by far the biggest bank in Lazio and seventh nationwide.

Opponents of the scheme - some BSS managers and, at the start, the unions - held that a merger between two banks of

similar size in the same region would be too costly. But Geronzi and Pellegrino insisted it was complementarity, not diversity, that would provide major economies of scale and synergies.

"We asked ourselves whether, with the approach of 1992, small was still beautiful," says Mr Geronzi. "And the answer we came up with was that, in the near future, size would become crucial if we wanted to respond to competition and remain profitable."

Although the Nuovo Banco Ambrosiano already controlled a 50.62 per cent share of the smaller Banca Cattolica del Veneto, the reasons behind the merger were similar. The enlarged bank, renamed Ambroveneto, can now meet the post-1992 challenges, "with sufficient productive and competitive capacities," says Ambroveneto chief Giovanni Bazzoli, the merger's architect. Indeed, with deposits of over 129,000bn and 337 branches, Ambroveneto will overtake Banca Nazionale di Agricoltura as the country's largest private bank. It became so attractive that, last month, Bazzoli was forced to fight off a takeover attempt engineered by veteran financier Enrico Cuccia and the Fiat-dominated Gemina holding company, which controls 14.6 per cent of the northern Italian bank.

The complicated plan (which failed when Bazzoli convinced Credit Agricole to pick up a 13.34 per cent stake in Ambroveneto, held by Banca Popolare di Milano) was for the powerful Generali insurance company, a Gemini ally, to buy out the Popolare holding. With almost 30 per cent between them, Gemina and Generali would have had enough control to eventually sell the bank to Italy's most prestigious bank, Iri's Banca Commerciale Italiana (Comit), as a prelude to privatising it.

Mr Cuccia was also said to be behind a so far unsuccessful assault that Credito Italiano has been waging against Banca Nazionale dell'Agricoltura. San Paolo's goal in buying into Credito was to lay the basis for becoming Italy's first "polyfunctional", or universal, bank; and the merger was backed by both the Treasury and the Bank of Italy. The operation involved San Paolo's

picking up the stakes in Credito - 40 per cent of the institute's capital - formerly held by INPS, the state pensions agency, and INA, the state-owned insurance company.

Part of the San Paolo-Credito appeal to Italian monetary authorities lies in its modalities. The funds from the sales are to be used towards the much-needed capital increase of the troubled Banca Nazionale di Lavoro, of which INPS and INA are also shareholders. BNL, currently trying to deal with the consequences of this summer's scandal over unauthorised loans to Fiat, is Italy's largest bank. However, it is suffering from low profits and, above all, severe under-capitalisation. The Treasury owns 74.5 per cent of BNL and the minister, Guido Carli, has promised to see it privatised. But, at the moment, the main concern is finding capital of at least 12,000bn.

Last spring, some bankers were speculating about merging BNL with Comit to produce a giant bank with deposits of over 1,100,000bn, able to compete with the largest foreign institutions. But, for the moment, this appears to be a pipe-dream. More realistic are the smaller operations, like the minority stake recently bought by Cariplo, the wealthy Lombardy savings bank, in the Cassa di Risparmio di Spoleto. Cassa di Risparmio di Roma has also made acquisitions, buying 40 per cent stakes in the Cassa di Orvieto and Loretto, in central Italy, and involved in negotiations with other small savings banks.

IMI, the state-owned medium and long-term credit institute, is also shopping around for a retail bank. IMI already owns insurance companies, mutual funds and Italy's largest investment company, SIGE. But it feels it needs a commercial bank to be complete. The two most likely targets are Banco Napoli and Banco di Roma. Bank of Italy officials appear to favour an IMI-Banco di Roma connection, on grounds that this would be the best way to help the under-capitalised and unprofitable credit institution. But some bankers and politicians would prefer to see a "supermerger" between the three banks of national interest, Banco di Roma, Comit and Credito Italiano.

Profile: CESARE GERONZI

A level head trusted by both parties

MR CESARE Geronzi, the Roman banker, does not like his photograph to be splashed around. But if he is little seen, you can be sure that the 64-year-old director-general of Rome's principal savings bank, the century-and-a-half old Cassa di Risparmio di Roma, has no trouble in being heard.

After successfully engineering Italy's first major bank merger, last May, Mr Geronzi also became managing director of the 400-year old Banco di Santo Spirito.

When the two banks complete their merger - probably by the end of 1990 - the tall, white-haired, former Bank of Italy official is slated to become managing director of the new and powerful credit institution, which will be Italy's seventh largest bank. In the meantime, the central bank's new stricter assets and risk ratios. Results were so good - annual net profits reached 185bn in 1987, and 197.2bn in 1988 - that geographical expansion out of the Cassa's native Lazio was probably inevitable.

A 1967 rescue operation of the troubled Cassa di Risparmio del Molise brought in 27 new branches. And other branches were opened in the Milan area, the Abruzzi, Campania and Apulia, to bring the total to 187.

With an eye to the promise of post-1992 liberalisation, Mr Geronzi also started to look abroad. A majority share has been purchased in a small London bank, the profitable Paris-based Banque Générale du Commerce (with branches in Nice, Marseilles and Cannes) was bought; and a small bank



Cesare Geronzi: successfully engineered Italy's first major bank merger

table concerns set down in its 1836 charter.

At the Rome Cassa, Mr Geronzi was called upon to make order out of chaos. Activities have been rationalised and computerised, and personnel subjected to intensive retraining courses. At close to 1300bn, annual gross profits were high enough to allow substantial self-financing and to enable the bank to become one of a handful in Italy actually in line with the central bank's new stricter assets and risk ratios. Results were so good - annual net profits reached 185bn in 1987, and 197.2bn in 1988 - that geographical expansion out of the Cassa's native Lazio was probably inevitable.

A 1967 rescue operation of the troubled Cassa di Risparmio del Molise brought in 27 new branches. And other branches were opened in the Milan area, the Abruzzi, Campania and Apulia, to bring the total to 187.

With an eye to the promise of post-1992 liberalisation, Mr Geronzi also started to look abroad. A majority share has been purchased in a small London bank, the profitable Paris-based Banque Générale du Commerce (with branches in Nice, Marseilles and Cannes) was bought; and a small bank

is Barcelona is being purchased. A representation office has also been opened in Frankfurt.

Born in the Castelli hills, outside Rome, Mr Geronzi studied economics and commerce at Rome University. In 1960, he passed the exam for the central bank. Assigned to its foreign department, he trained in Geneva, Paris and Washington (at the Federal Reserve), and quickly made a name for himself.

In 1968, he was appointed to head the Bank of Italy's foreign exchange office. As chief foreign exchange manager, he worked closely with the Bank's four-member directorate and specifically with the governor - first Guido Carli (now Minister of the Treasury), then Paolo Baffi, and later with Carlo Azeglio Ciampi, the present governor. "It was the best school of decision-making I could ever have attended," he recalls.

Known for both his market wisdom and level-headedness, in late 1980 Mr Geronzi followed former Bank of Italy director-general Rinaldo Ossola to the troubled Bank of Napoli, where Mr Geronzi served as deputy director-general. His reputation was growing, and in late 1982 the board

of administration of the Cassa di Risparmio di Roma, which was looking for technical expertise, not political affiliation, offered him the post of director-general.

Italy's casse di risparmio were born as non-profit institutions, and because of the Cassa's ongoing charitable activities in the Rome area, its top officers are always influential. But Mr Geronzi has also been good at forging relationships with the powers that be. He is said to be trusted by both of Italy's top governing parties, the Christian Democrats and the Socialists. And because of his practical and conciliatory nature, despite the strains caused by the Santo Spirito merger, he has been able to maintain excellent relations with the banking unions.

Until it was finally ratified last May, by Santo Spirito's board of administration, the merger had caused considerable controversy. But Mr Geronzi, who continues to enjoy the confidence of the Bank of Italy's top management, was unflappable. "We're going ahead with this merger," he said, "because it's an idea whose time has come."

Sari Gilbert

IMI

CORPORATE FINANCE
ASSET MANAGEMENT
COMMERCIAL BANKING
LIFE ASSURANCE

OUTSTANDING LOANS	23,934
ASSETS UNDER MANAGEMENT	14,821
SHAREHOLDERS' EQUITY	3,312
ALLOWANCES	612
NET INCOME	362

ISTITUTO MOBILIARE ITALIANO

an international bank for worldwide business

CHICAGO
LOS ANGELES
NEW YORK
WASHINGTON D.C.

BRUSSELS
PARIS
BERLIN G.D.R.
FRANKFURT/MAIN
MUNICH
LONDON
ATHENS

AMSTERDAM
WARSAW
LISBON
MADRID
MOSCOW
BELGRADE

MEXICO CITY

CAIRO

BUENOS AIRES
CARACAS

BEIJING
SHANGHAI
HONG KONG
TEHRAN
OSAKA
BOMBAY
BEIRUT

SINGAPORE
ANKARA
ABU DHABI

SYDNEY

BANCA COMMERCIALE ITALIANA

Head Office: Milan
Tel. 86501 (45 lines)
Telex 310080 BCI HO I
Fax 86503026
481 branches in Italy

London branch:
42 Gresham Street - London EC2V 7LA
Tel. 01-600.8651
Telex 886927 COMIT G
Fax 6051071

Associated and allied banks and other participations in more than 30 countries
Associated in EBIC - European Banks International

ITALIAN BANKING 8

THE SOUTH: the climate is good — but not for banking, and . . .

Culture widens the efficiency gap

OFFICIAL concern about the financial system in the mezzogiorno, the south of Italy, was underlined earlier this year. The Bank of Italy's annual report, published at the end of May, dedicated a section to the mezzogiorno's economy and the difficulties faced by banks operating in the south.

"The gravity of economic imbalances is known," Carlo Azeglio Ciampi told the central bank's annual meeting. Southern per capita GDP is only 55 per cent of the centre/north, and the ratio of per capita family consumption only 66 per cent. "Over recent years, the industrial productivity gap has widened rather than closed. Added value per worker in the south is 20 per cent lower than in the centre/north," said Mr Ciampi.

He noted that production efficiency was lower in the mezzogiorno. Business is less profitable. Measures like gross operating margin and return on equity show that southern firms lag behind those in the centre and north. Latest labour figures show southern unemployment of 21.3 per cent, against 6.5 per cent in the north.

Clearly, southern banks operate in a less favourable economic climate than banks in northern Italy.

"The limited presence of successful large and medium industrial groups prevents balanced lending. Our client base is fragmented and heavily biased towards small firms," says Luigi Coccioli, chairman of Banco di Napoli, one of the mezzogiorno's two large banks.

Banco di Sicilia faces similar problems. "The southern economy needs assistance. Banks must encourage local business, even though giving credit is riskier than to efficient industries in developed areas. Risk is one of the burdens which southern banks must bear," says Giannino Parravicini, Banco di Sicilia's chairman.

Mr Coccioli agrees that higher risk is a feature of serving the south. "This is seen in the significant difference between default in the north and south," he says. Indeed, figures from the Bank of Italy show that the average ratio of default to loans was 12.5 per cent in southern banks last year, compared with 6.5 per cent in central/northern banks.



Agrigento is among the provinces where savers have a choice of 51 local banks

The gap has widened during the 1980s. Ten years ago the difference was 1.4 per cent.

"Higher interest rates are a reflection of the higher risk," says Mr Coccioli. He mentions, however, that from 1983 to 1987 Banco di Napoli followed a policy of lending at lower rates in the south, in order to encourage small companies and young businessmen. "Unfortunately we were unable to continue, and had to lift our rates to realign with other banks."

Average interest rates given on deposits are not significantly different between northern and southern Italy, firms and families in the mezzogiorno earning about 0.3 per cent less than their counterparts in the centre and north. But borrowers pay considerably more on loans, the Bank of Italy's figures revealing a 2 per cent difference.

This interest rate gap allows southern banks to show up better on interest and intermediation margin than central/northern banks. However, when local inefficiencies of operating and staff costs enter the equation, southern banks return markedly inferior results, with gross operating profit equal to 1.1 per cent of managed funds, compared with 1.5 per cent achieved by central/northern banks. On the bottom line, net profit was less than 0.3 per cent of managed funds in 1987, against 0.5 per cent in the centre/north.

The efficiency gap owes much to the large cultural difference between north and south. "Southern instinctiveness contrasts with the teu-

tonic northern approach. It is interesting that, in the mezzogiorno, Banca Commerciale Italiana becomes similar to Banco di Napoli, while we become like Banca Commerciale in the north," says Mr Coccioli, noting how banks adapt to their environments.

The Bank of Italy has been encouraging expansion of central and northern banks in the south

Among the many gaps which separate the economies and banking systems of northern and southern Italy is the capitalisation of state controlled banks. The balance sheets of both Banco di Napoli and Banco di Sicilia, which have the status of public law credit institutions, show them as poor relations, compared with northern banks like Istituto Bancario San Paolo di Torino and Monte dei Paschi di Siena.

Both the large southern banks fail to meet the Bank of Italy's capital adequacy ratios. "We are currently between L300bn and L400bn short," admits Mr Coccioli, though the Amato bill now before parliament should provide L800bn.

Banco di Sicilia is even more under-capitalised. "In spite of increasing our capital base from L345bn in 1979 to L1500bn last year, our shortfall still amounts to between L400bn and L450bn. During this period, capital injections from the Treasury have been negligible. In the 1980s, no business has

been able to satisfy growing capital needs from cash flow. Yet we have been forced to do so," says Mr Parravicini. He considers inadequate the L563bn allocated by the Amato bill. "It will cover the shortfall but not allow expansion."

Working in a difficult economy, and beset by problems of internal efficiency and capital shortages, the two large southern banks are not helped by operating in the home territory of organised crime, the Sicilian mafia, Neapolitan camorra and Calabrian 'ndrangheta.

However, both large banks say that coping with criminal infiltration is not a major problem. "Big banks are able to erect effective defensive systems," says Mr Coccioli. "But criminal infiltration can affect small banks where family ties and friendships influence management's judgment."

At the beginning of the year, Mr Ciampi told the parliamentary commission: "The capacity of criminal organisations to enter the financial circuit is greatest in those parts of the system with weak technical characteristics, organisational shortcomings and inadequate internal controls."

The central bank's governor was probably thinking about the mezzogiorno's numerous small banks, and nowhere is the presence of small banks more evident than in Sicily. The Associazione Bancaria Italiana (ABI) yearbook reveals that the province of Palermo is home to 20 banks and Catania to 17. In the mafia heartland of Trapani, in the west, and the

Caltanissetta and Agrigento provinces in the centre and south, savers have a choice of 51 local banks.

Vulnerability of small southern banks explains the efforts of the central bank's Vigilanza. Of 571 ordinary inspections undertaken in 1988-1989, 100 were in Sicily, Calabria and Campania. Specific interventions affected 105 banks over this period, with 48 in these three mezzogiorno regions being called to account for "anomalous situations". Specific interventions involved 10 per cent of banks nationally, but the figure was 30 per cent in Sicily, 21 per cent in Calabria and 15 per cent in Campania.

The Bank of Italy has been encouraging expansion of central/northern banks in the south, ostensibly because mezzogiorno business needs their skills in order to develop, and because a small local banks will be stimulated to greater efficiency and innovation. Left unaided is the view that large central and northern banks are better equipped to deal with the mafia in its different regional costumes.

Public-sector Monte dei Paschi di Siena and Istituto Bancario San Paolo di Torino have taken the hint. Others, like the strong Cassa di Risparmio di Verona Vicenza e Belluno, say they have no leanings towards the south. With the difficulties faced by banks in the mezzogiorno, it is easy to understand reluctance to venture south.

David Lane

"The Governor is 10 years old but doesn't look it"

THE HEADLINE on an Italian editorial about Carlo Azeglio Ciampi sums up many people's views of a man who was next to unknown when he became Governor of the Bank of Italy in 1979, and who, over the past decade, has gone beyond his institutional role as the architect of Italian monetary policy to become the guardian of the economy as well.

As governor, Mr Ciampi has so distinguished himself for independence from Italy's factions, and often inept, political powers as to have created a small groundswell of opposition that would like to see the central bank at least brought to heel.

A recent "index" of central bank independence, worked out by Harvard economist Alberto Alesina, suggests that the Bank of Italy is only the most independent of the industrialised world's less dependent central banks. It cannot change the discount rate without the consent of the treasury minister; and, despite the 1981 "divorce", which freed the central bank from the obligation to buy the Treasury bills that the Government is unable to sell at auction, it is still obliged to fund the Treasury account at the Bank to a degree that many consider excessive.

Nevertheless, as Mr Alesina admits, the Italian central bank "enjoys broad autonomy, and is a strong and respected institution".

It is one of the few policy-making bodies in Italy that can be said to be substantially immune to the political appointments, influence-peddling and deal-making that undermine much of the Italian body politic.

In recent months, the glare of publicity, to which the unassuming Mr Ciampi has long been subjected, has lessened. This summer, as the 68-year-old Mr Ciampi was approaching his tenth anniversary, a new government was formed, with the treasury ministry going to the strong-willed, highly-respected and outspoken former Bank of Italy governor, Guido Carli, who has clear ideas and the expertise to back them up.

Mr Carli's appointment was certainly a feather in the cap of Prime Minister Giulio Andreotti, who could point to a first-rate appointment in one of the cabinet's most sensitive posts. But, since experts agree that the autonomy of the Bank depends in part on the interaction between the governor and the treasury minister of the

MR CIAMPI'S 10 YEARS

Intellectual honesty wins high regard

moment, the appointment may have been partly designed to redress the balance of power in favour of Italy's politicians.

Mr Ciampi was appointed governor at a juncture seen as crucial for the Bank's future. He replaced the late Dr Paolo Baffi, Mr Carli's successor, who resigned in the aftermath of a scandal in which politically-motivated magistrates, acting for obscure reasons, sought to undermine the moral authority of the Bank, by filing trumped-up charges of corruption against Mr Baffi and Dr Mario Sarcinelli, then a high-ranking Bank official.

At the time — Mr Andreotti was prime minister then, as well — Italy's politicians sought to impose an outside, politically-designated candidate. And it was only the poli-

Sari Gilbert assesses the achievements of the central bank under its independent minded chairman

tionaries' inability to agree which allowed the Bank to continue its recent tradition of inside appointments. Mr Ciampi, who joined the bank in 1946 and rose through the ranks, was promoted to governor from his post as the Bank's director-general.

Over the last decade, the Bank of Italy has had to deal with a variety of major problems: the stability of the lira, raging double-digit inflation (until 1985), and the gaping public deficit. Although criticised for an unduly tight embrace of the banking system, the Ciampi central bank has won high marks for intellectual honesty.

There are three areas in which has broken new and important ground.

The Ciampi administration has worked hard to win acceptance in Italy's courts and political councils for the concept of the bank as enterprise. Thanks to Ciampi, it can be said that the deeply-rooted notion of a bank as a public

entity with political responsibilities to disburse credit to this or that region of the country or sector of the economy has been replaced by the view of a bank — sanctified in rulings in 1963, 1967 and 1969 by the Court of Cassation — as a profit-making and efficiency oriented enterprise.

Following entry into the European Monetary System, Mr Ciampi was determined to end the earlier trend of compensating for inflation with devaluation. During his governorship, the Bank has successfully maintained a stable exchange rate, combined with a restrictive, anti-inflationary monetary policy. This reversal of earlier policy — an easy monetary policy, with negative interest rates — contributed to the restructuring of Italian industry over the last decade, by convincing industrialists that, if they wanted to be competitive, they could not depend on exchange rate variations, but would have to cut costs.

Under Mr Ciampi, the Bank of Italy has been directing a major effort designed to reform the Italian financial system and make it modern, stable, responsive and efficient enough to operate in tomorrow's European single market.

The projects successfully backed by the central bank include the establishment of investment funds, the introduction of merchant banks and other financial intermediaries, creation of an overnight market and of a telematic market in treasury bills, reform and supervision of the stock exchange and privatisation of Italian public banks.

Although they profess mutual respect, Mr Ciampi and Mr Carli have different views on several sensitive issues.

On one of these, separation of banks and industry, Mr Carli, sansing the general trend, appears to have given ground. More potentially divisive is the view on the 1996 banking law, which Mr Carli would like to replace and Mr Ciampi, mindful of the implications for the Bank of Italy's own power, wants to preserve.

A new name enters the Italian banking scene

Banco Ambrosiano Veneto

The name is new but *Banco Ambrosiano Veneto* is no stranger to the Italian banking scene.

Banca Cattolica del Veneto was founded nearly one hundred years ago while the original Banco Ambrosiano opened in Milan in 1896. Their merger creates one of Italy's major banks with assets of 23.7 bn lire and deposits of 16.6 bn lire (\$ 17 m & \$ 12 m).

Both banks have been working together for the past few years. As NBA was the controlling shareholder in BCV, their complete integration is a logical development.

The 350 banking branches are especially strong in the major economic centres of Northern and Central Italy.

During the current year, however, the Group has opened up in the South by the acquisition of a bank with 12 branches near Bari as well as having acquired 5 branches situated near Naples. These locations have been selected as a result of studies indicating their economic potential.

The fact that *Banco Ambrosiano Veneto* will be Italy's leader in the private sector will enable it to compete very strongly in terms of speed and flexibility. Already, thanks to its specialised subsidiaries, it provides a comprehensive range of financial services including merchant banking, leasing, factoring, consumer finance and insurance brokerage. It enjoys good working relationships with some 3,000 banks throughout the world.

Banca Cattolica del Veneto

NUOVO BANCO Ambrosiano

BANKING AND FINANCIAL SERVICES



Representative Offices: New York, Hong Kong

Banca Cattolica del Veneto - Via S. Corona, 25 - Vicenza

Nuovo Banco Ambrosiano - Piazza Ferrari, 10 - Milano